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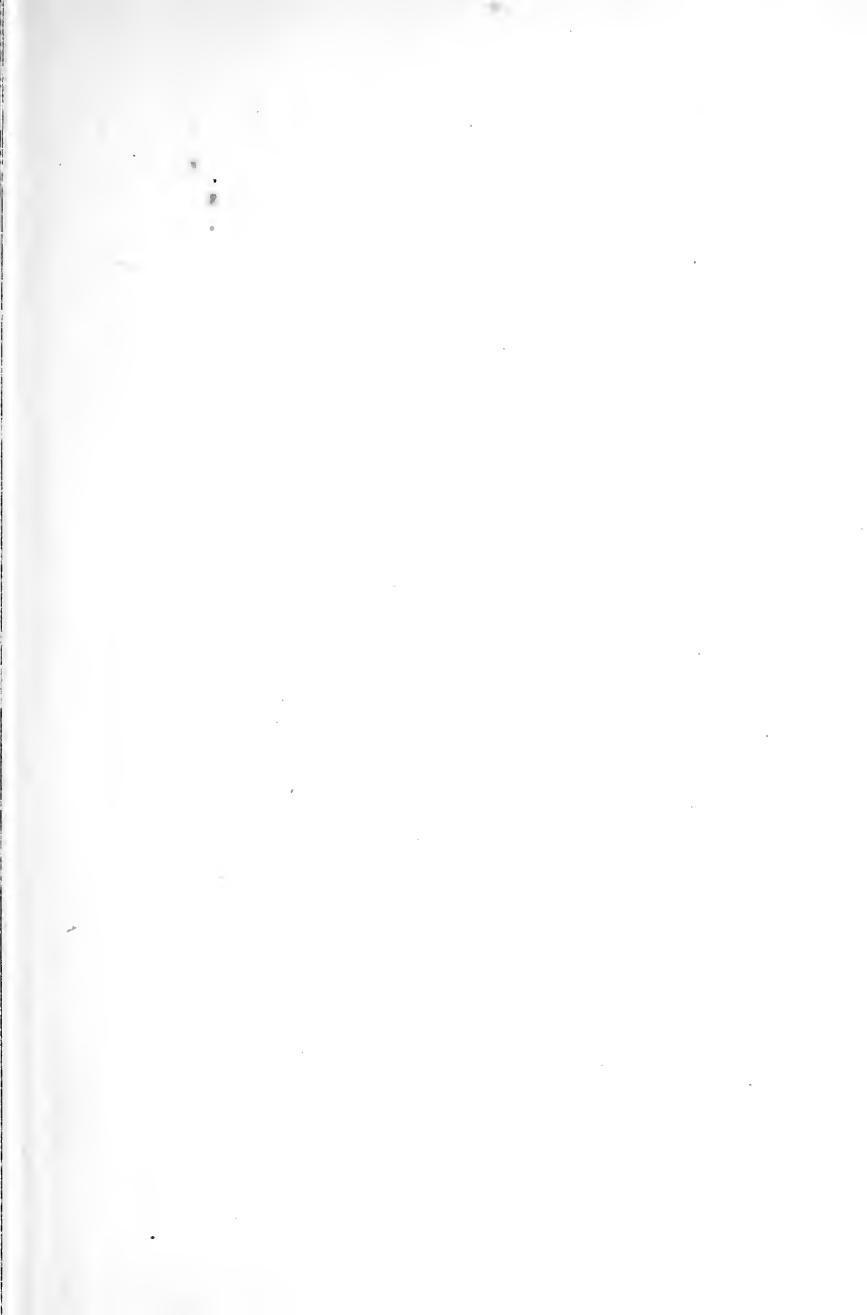


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THE LEADERS' HANDBOOK

For the Young Men's Christian
Associations of North America

Edited by
WILEY WINSOR,
Chairman, The Leaders' Club Committee of the
National Physical Directors' Society



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INTRODUCTION

We are surely in a gregarious era. Almost every branch and phase of society and commerce has grouped those of like interests in highly specialized and multitudinous forms of organization. Constitutions and by-laws of every conceivable nature are today roaring from the presses of our nation to guide and standardize the efforts of both selfishly and altruistically organized bodies.

Out of a nation-wide need has grown this first edition of the "Leaders' Handbook." The outstanding expression of this need has been the staggering mortality of leaders' clubs. The foundation upon which too many of our clubs are built is the personality of the physical director rather than the dynamic of Christian service and loyalty to our national program.

I firmly believe that there is no other body of men quite so essential to the success of the Young Men's Christian Associations' four-fold program as are the members of the well-established and properly organized leaders' club.

Caught in the centripetal whirl of this formative era, we have likewise become intricately banded together on a national scale in order to fulfil in a larger way our obligation to the community and our desire to promote motives of Christian caliber.

Your National Leaders' Committee, for the past two years, has eagerly awaited the day when such a volume

as this would be available for the personal library of every young man and boy leader in our country.

It is hoped that its contents will bring to the reader the broadest possible conception of the opportunities that are his to administer Christian service to others through physical education.

The following chapters should be an aid in establishing the highest qualities of leadership; first, as a leader of one's own self; second, as a leader and servant of others; and lastly as a promoter of the best interests of the local group, the state body, and the national program of the Standard Leaders' Club.

WILEY WINSOR, *Editor*
Chairman, Leaders' Club Committee.

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The Leaders' Handbook

CHAPTER I

THE HISTORY OF THE Y M C A

By PAUL SUPER

THE Y M C A was organized Thursday, June 6, 1844, in London, England, by twelve young dry-goods clerks. The moving spirit was George Williams. As a boy of fourteen on a farm in southwestern England he had upset a wagonload of hay. The family ruled that a boy who could not keep a load of hay on the road gave little promise of being a successful farmer. So they sent him to the near-by village of Bridgewater for six years' apprenticeship as a dry-goods clerk. While serving in Bridgewater he was converted and became very active in Sunday-school and mission work and an earnest personal worker.

When he was twenty years old, he secured a position in London in the wholesale dry-goods house of Hitchcock and Rogers, 72 St. Paul's Churchyard, in the shadow of the great St. Paul's Cathedral. His salary was \$200 a year. Money went farther then.

There were one hundred and forty other clerks employed by the same firm and these, as was the custom in those days, lived in dormitories over the store. They worked long hours, from daylight until nine o'clock at night.

When George Williams joined this group, he found

that they, in common with most young men of the day, were living grossly immoral lives. At that time there was no Christian organization devoting its attention to young men, even the Church itself making little effort to reach them. Young Williams was not the kind of man to allow his religion to die in an unfavorable environment. He at once attempted by vigorous personal work and prayer to win his fellow clerks to the Christian life. The men met in an upper room for prayer. The number grew. Finally Mr. Hitchcock himself was converted.

Finally Williams thought the time had come for definite organization. So on the June night referred to above twelve young clerks met and organized "a society for improving the spiritual condition of young men." A man named Christopher Smith (the Smiths are ever with us) suggested the name "Young Men's Christian Association." This was at once adopted.

The first annual report tells us that "The services which the Young Men's Christian Association is established to promote are chiefly prayer meetings and, whenever it is practicable, Bible classes." Personal work was an important part of the program.

The number of young men interested grew until in 1849 they moved into rooms on Gresham Street, occupying the second, third, and fourth floors of a first-class building, and providing such features as reading rooms, a library of one thousand books, educational classes, lectures, a refreshment room, and bathing facilities.

At first these privileges were open to members only, and membership was limited to Christian men. These members soon realized that non-Christian young men needed the Association privileges as much as they did,

and made provision in the constitution for the reception of "associates," who enjoyed all Association privileges but could not vote or hold office.

A student in Columbia University, New York City, visited these rooms in London in 1850 and wrote an article describing them, which was printed in an American religious newspaper. This inspired a retired sea captain in Boston to promote the organization of a similar society in Boston; and December 29, 1851, in the Old South Meeting House the first American Y M C A was organized. Like the London organization, it kept the control of the Association affairs in the hands of Christian men who would preserve the original Christian purpose of the organization, that of improving the spiritual condition of young men.

Associations were quickly organized in other American cities. The constitution had been expanded to include the educational as well as spiritual improvement of young men, and when the New York City Association organized in 1852, their constitution included social improvement, and in 1866 this Association added physical improvement, completing what we now call the four-fold work of the Y M C A—educational, physical, social, and religious.

In 1854 in Buffalo the first convention of American Y M C A's was held, including Associations in Canada. An Executive Committee was appointed, which twelve years later, in 1866, became what is now the International Committee, which supervises and promotes the work of the Y M C A throughout the United States and Canada and certain non-Christian lands, but has no control over the affairs of any local Association in America. Its relationship is entirely advisory.

Each Association is called a local independent unit and has complete charge of its own affairs. It can only belong to the Brotherhood, however, and be represented in international Y M C A conventions on condition that it maintains its fundamental Christian purpose, keeping the control of its affairs in the hands of active members, who are designated as those who belong to Protestant Evangelical Churches. While only Protestant Evangelicals can vote or hold office in a Y M C A, all the privileges of the Association, including service on many committees, is open to men of every faith or no faith, so long as they are men of good moral character. Indeed, many men whose character would hardly be designated as moral are often admitted to the Association for the sake of the good the Association will do them.

American Y M C A's grew in size and efficiency and influence until today they are recognized as the best Associations in the world, and the American local Association is the standard held up to all other countries, and the International Committee is regarded as a model central organization.

The Associations today are organized among all conceivable groups of men, each of these groups being represented by special sub-committees employing expert secretaries. Associations have now been organized for railroad men, college men, industrial men, colored men, Indians, rural communities. The International Committee publishes an official magazine called ASSOCIATION MEN, which now has a circulation of over 250,000. The American and Canadian Y M C A's now own buildings and property totalling over \$125,000,000, a number of individual buildings having cost over \$1,000,000, such as Brooklyn Central, Boston Central, and the Y M C A

Hotel in Chicago. There are over 720,000 members in these two countries, employing over 5,000 secretaries, and expending annually more than \$20,000,000 in current expenses. The Y M C A stands today as the great organization in the life of men in practically all lands, building them up educationally, physically, socially, and spiritually.

The figures given above are entirely apart from the war work. This was carried on by an agency called the National War Work Council, which was composed of representatives of all Association agencies, just as the International Committee is. It was not a branch of the International Committee but paralleled it and had the direction of all the Y M C A war work done for American soldiers. The work for the armies of other nations and for the prisoners of war is done by the International Committee.

CHAPTER II

HISTORY OF LEADERS' ORGANIZATION

By WM. H. BALL

MR. ROBERT J. ROBERTS, the pioneer Christian Physical Director of the Young Men's Christian Association, should be credited with creating a demand for gymnasium leaders, that has resulted in the present International Standard Leaders' Clubs organizations and program, which is being followed by Associations in various parts of the world, and especially in the countries of North America.

When Mr. Roberts adopted his platform, "All exercises shall be short, safe, easy, beneficial, and pleasing," there was an immediate increase in the attendance at the Boston Y M C A gymnasium classes that made it imperative that he should have a number of helpers or assistants to serve as leaders of the squads desiring to exercise on the different pieces of apparatus at the close of the mass class dumbbell drill.

His method was to select leaders for each class from among those present who had attracted his attention by their interest and ability in the work and who he knew to be of the right character, with inherent qualities of leadership. These leaders received comparatively little special training outside of the regular class, for popular gymnastics were in their days of beginning and any leader who had a repertoire of twenty or twenty-five movements on the standard three or four pieces of ap-

paratus could readily hold the interest of his group. From among the leaders thus selected and trained came a number of our foremost Physical Directors of today, among them being Dr. J. E. Raycroft of Princeton, Dr. W. G. Anderson of Yale, and Messrs. W. E. Day, H. L. Chadwick, R. L. Weston, and many others.

In 1888 Mr. Day left Boston to become the Physical Director of the Y M C A in Dayton, Ohio. During the following year he organized a splendid group of leaders, in fact several groups, as there was one for the boys, juniors, intermediates, and seniors. These groups were all thoroughly organized, had weekly meetings for work and study, had annual photographs taken and annual banquets toward the close of the year. Members of these Leaders' Clubs are now prominent Physical Directors in Y M C A work all over the United States.

Early in January of 1892 the Montreal Association organized a Leaders' Corps, adopting a constitution and electing officers. This group met weekly throughout the year from September to June for study and work. The floor work included special practice for all regular and special types of gymnastics. The study consisted of anatomy, physiology, first aid to the injured, nomenclature, etc.

Both the Dayton and Montreal leaders' groups have a continuous history of growth and service from the day of their origin until the present time. As a result of these and similar organizations, the leaders idea spread rapidly, but in many instances the form of organization was extremely loose, the qualifications for membership varied widely, and the methods of training and the type of service were anything but uniform.

During the summer of 1912, the Canadian Physical

Directors while in attendance upon their annual Summer School at Couchiching discussed the subject of creating a National Leaders' Corps organization. The following summer such an organization was developed and still exists in a flourishing condition. During the Great War these Leaders' Corps in the Canadian Associations proved to be a vital factor in maintaining the physical work of the Associations and this in spite of the fact that fully three-fourths of the senior Leaders' Corps entered the service of their country. Their places as leaders were at once taken by the younger boys Leaders' Corps members.

In early March of 1903, a group of about thirty of the more experienced Physical Directors of the Associations of the United States met at Lakehurst, New Jersey, in a week's conference for the purpose of establishing uniform standards of purpose and procedure among the hundreds of Young Men's Christian Associations of the country. Among the subjects discussed was that of the Leaders' Corps. A committee of which F. B. Messing was Chairman thrashed things over carefully, and when they reported to the entire group the whole matter was thrashed over still more thoroughly. The result was the adoption of a standard constitution and by-laws for local Leaders' Clubs and a uniform minimum program of work and study for all Standard Clubs. In addition, standard gymnasium costumes and emblems were established for leaders, and annual tests have been conducted ever since.

Prior to the entrance of the United States in the War there were 227 enrolled Standard Leaders' Clubs in the United States. During the War many of these were

completely disorganized and we are now passing through a period of reestablishment.

It is interesting to note, and is quite significant, that those Associations having a thoroughly organized Leaders' Club composed of high-grade and Christian young men or boys are the organizations promoting the strongest program of physical education.

CHAPTER III
CONSTITUTION OF THE STANDARD
LEADERS' CLUBS

By THE PHYSICAL DIRECTORS' SOCIETY

ARTICLE I

Name

This organization shall be known as the Leaders' Club
of the Young Men's Christian Association of.....

ARTICLE II

Object

The object of the Leaders' Club shall be to assist the
Physical Department committee and the Physical Director
in carrying out the objective of the Physical Department
of the Young Men's Christian Association, especially in
the development of a high standard of Christian man-
hood and the promotion of physical education in general
and among the members of the Young Men's Christian
Association in particular.

ARTICLE III

Membership

Section 1. The membership of this organization shall
be restricted to those who are active members of the
Young Men's Christian Association.

Section 2. Membership shall be classified as follows:
honorary, active, ex-leaders, and boys.

(Note). The Leaders' Club in the Association may
be organized as one club, the same to include the men's

and boys' divisions. However, such divisions of the club may be organized as is desired, and each division may have jurisdiction over its own affairs, including the selection of its members, study course, and work, so long as they are in conformity with the general aim of the club.

Section 3. Honorary leaders are those who have acquired one or more gold stars and have retired from active service. The club may also elect to the honorary membership men who have contributed a special service to physical education.

Section 4. Active leaders are those who are engaged in the active work of the Physical Department.

Section 5. Ex-leaders are those who have severed their connection with the Leaders' Club before completing the four-year course.

Section 6. Boys' leaders are those who are engaged in the activities of the physical work for boys and members of the boys' division.

Section 7. Election of any of the above classes of members shall be by ballot upon recommendation of the Physical Director and the Membership Committee. A unanimous vote of active members present at any meeting of the club shall be necessary for election. It may be wise to nominate new members one meeting before election.

Section 8. The annual dues of \$.... shall be paid by each member upon election to the club and at the annual meetings thereafter.

Section 9. Any member who is unfaithful, or who absents himself from the regular work of the club for one month, without reasonable excuse, shall be dropped from the active membership of the club.

Section 10. Boys' leaders having served four years may be elected to the men's section, when voted upon in the regular manner, and shall receive the first-year emblem of the men's division.

ARTICLE IV

Officers

Section 1. The officers of the club shall be: President, Vice-President, Secretary-Treasurer, who shall be elected by ballot at the annual meeting.

Section 2. The General Secretary, the Physical Director and associates, and the chairman of the Physical Department committee shall be members ex-officio, and these with the regular installed officers shall compose the executive committee.

ARTICLE V

Requirements for Grading

Section 1. The requirements for active grading shall be regular attendance at weekly meetings of the club on meeting periods, and regular attendance on evenings selected by active members as teaching periods, except when valid excuse for absence can be given.

Section 2. Verbal or written excuses shall be given to the Physical Director when absence from weekly meeting is unavoidable; if for an evening on which the leader is to have charge of a squad, he shall secure a substitute, or notify the Physical Director of his inability to secure one, as soon as said leader has knowledge of his necessary absence. When such notice is given, the member shall be given one-half mark for at-

tendance. The same method shall be used for attendance at business meetings.

Section 3. When any member of the Physical Department has been elected as a leader he shall be presented to the club by the President at the next business meeting. An initiation service may be part of the program.

ARTICLE VI

Emblems

Section 1. The men's emblem shall be a five-inch triangle, sides three-quarters inch wide, with an interwoven English L. No emblem shall be worn by anyone who does not follow the regular course as outlined for leaders.

Section 2. The first-year leaders shall wear a single three-quarters inch crimson star in the apex point of the triangle, which shall be presented with the emblem upon fulfilment of the first year.

Section 3. The second-year leaders shall wear two crimson stars, one in each upper point of the triangle, which shall be presented upon fulfilment of the requirements of the second year.

Section 4. The third-year leaders shall wear three crimson stars, one in each corner of the triangle, which shall be presented upon fulfilment of the requirements of the third year.

Section 5. The fourth-year leaders remove all crimson stars and wear one gold star in the apex point of the triangle, which shall be presented upon fulfilment of the requirements of the fourth year.

Section 6. Each active leader who has passed the

examination and the requirements and who has taught not less than fifteen lessons of graded classes during the season shall receive the emblem or stars as provided for.

Section 7. The boys' emblem shall be the same as men's, size to be four inches.

Section 12. Leaders remaining active after attaining the gold star may retain the gold star and begin again with crimson stars. Should any remain eight years, two gold stars shall be presented, one gold star at each of the upper points of the triangle. These leaders are exempt from all requirements except the weekly meeting and the leading of squads or classes.

ARTICLE VII

Examinations

Section 1. An examination shall be held annually under the direction of the local Association; the examination outline to be supplied by the Physical Department of the International Committee.

Section 2. The examinations shall consist of three parts, each part to be marked on the basis of 100 per cent, the parts to be as follows: (a) an examination in theory (first aid, nomenclature, hygiene, etc.); (b) an examination in the gymnasium to determine the leader's gymnastic ability; (c) an examination in the gymnasium where the leader shall conduct squads or classes to demonstrate his leadership and ability in drills, apparatus work, etc.

Section 3. One year's work shall consist of twenty periods of theoretical work and twenty periods of practical work for grading. The order in which the courses shall be taught shall be optional with the Physical

Director. It shall be understood, however, that not less than twenty periods of theoretical and as many periods of practical work be given each year.

Section 4. One hundred points be given for perfect attendance at the leaders' club meetings (a proportionate number of points being deducted for each absence) and 100 points for required attendance at regular class sessions (proportionate number of points being deducted for each absence).

Section 5. That the examination papers be forwarded to the Physical Department of the International Committee for final grading and that an average of seventy per cent be required for promotion.

ARTICLE IX

Meetings

Section 1. The annual meeting of this club shall be held during the month of.....

Section 2. The monthly business meeting of the club shall be on.....of each month.

Section 3. The weekly meeting of the club for study, practical work, etc., shall be held on..... with the exception of the day on which the monthly business meeting is held.

The following shall be the order of business:

1. Devotional period.
2. Reading of the minutes.
3. Unfinished business.
4. Report of committees.
5. New business.
6. Adjournment.

Section 4. Special meetings may be called as the occasion demands.

ARTICLE X

Quorum

.....active members of the club shall constitute a quorum for the conduct of business.

Leaders' emblems may be secured from the International Committee, 347 Madison Ave., New York.

CHAPTER IV

STUDY OUTLINES AND EXAMINATIONS

By THE LEADERS' CLUB COMMITTEE

THE study course as outlined is a minimum, flexible course. The plan is to make it adaptable to all Associations.

The three divisions for men are gymnastic, athletic, and swimming leaders. All may meet at the same time for theory and at different places for practice, or they may meet separately for study. All leaders take the same theory. The examination will consist of a thesis of two hundred words on Bible Study, Health Education, and Physical Education. The thesis for the first ten-period course may be written at the conclusion of that study, marked and kept by the Physical Director until May, when the final papers will be written. The Physical Director will keep a careful record of each leader and mark him during the year. This mark will constitute the mark on practical work. An attendance of seventy per cent both in theory and practice will be necessary for passing.

SENIOR LEADERS' COURSE OF STUDY

THEORY—For all senior leaders

- I. Bible Study—Twenty periods of fifteen minutes each.
Meeting the Master—
Paul in Every Day Life—
Manhood of the Master—Fosdick
or any of the every day life series.

2. Health Education—Ten periods of thirty minutes each.

Any three or more chapters—Layman's Handbook of Medicine—Cabot, or other appropriate text book.

3. Physical Education—Ten periods of thirty minutes each.

Physical Education Handbook.

Pioneers in Physical Education—Leonard.

PRACTICE—Minimum of twenty periods

Gymnastic Leaders

Athletic Leaders

| | |
|---------------------------|---------------------------|
| Marching—Berry Cornell | Track Events |
| —U. S. Military Manual. | Field Events |
| Heavy Apparatus—Graded | Games—Basket Ball |
| Cards | Indoor Baseball |
| Games—Draper | Calisthenics—Conditioning |
| Calisthenics—Local Drills | Drills |
| and Practice. | |

Swimming Leaders

Dry Land Drills
Swimming Strokes
Life Saving and Shaffer
Method of Resuscitation
Aquatic Games—Water Polo, etc.

BOY LEADERS' COURSE OF STUDY

Theory

Character Values in Y M C A Physical Work—Three periods.

Pioneers in Physical Education—Leonard — Three periods.

Physical Education—Chapter four—Two periods.

Practice

Calisthenics—Four periods.

Gymnastics—Ten periods—Graded Cards—Elementary and Intermediate.

Athletics—Two periods.

Aquatics

Swimming Strokes—Two periods.

Life Saving—Two periods.

CHAPTER V

STATEMENT OF ASSOCIATION IDEALS

By RICHARD R. PERKINS

RIGHT out where the Young Men's Christian Association is geared to the young man's world it is as understandable as any other instrument which gets things made or done—factory, store, government, school, or home. There are *needs* to be filled, and a complete mechanism of *persons*, *materials*, and *methods* to meet them. The Association recognizes and attempts to meet more of those needs of a youth than almost any other single factor in the world. Why? Because it has seen that:

He is a *body*, to be kept fit and vital, that it may support fully the plans and ambitions of the youth's life. Tasks, ills, and worries tend to cave in the body. The Association helps the body to assert confidently and boldly, "They shall not pass"; therefore, the broad, sane, physical program, interesting, competitive, social, progressive;

He is a *working being*, with a profession, with financial returns—every youth a business in himself. He must "make good"; therefore the extensive program of vocational (1) choice, (2) training, and (3) placement, expressed in the Advisory, Educational (class and correspondence), and Employment Departments, and in the national Thrift movement to teach him that his own life, his hours, his efforts, and his manhood concentrated into his pay envelope, must be as carefully spent as earned.

He is a *social being*, dependent on both boy and

girl companionship under most pleasant and helpful circumstances. Hence its social program, in hike and camp and "gym" and hall and home and club and stunt and concert and movie and class, and its rich contact between youth and intelligent, sympathetic trained leader.

He is a *being responsive to the beauties* of earth and heaven. Hence its beautiful buildings, its pictures, its out-of-doors glories, its books, music, and the fine charm of a clean, all-round program.

He is an *intellect*, acquisitively seeking to add to himself knowledge of all things. Hence the satisfaction of mingling with other youth who plan to "make the most" out of the one life given youth. The Association always offers the stimulus of *training*, in a score of directions. At forty, one should be an alert, intelligent, practiced, likable man, worth a second moment of converse. How many are? Only a life program can bring it about. The Association offers it.

He is a *being guided by an inner impulse*, magnetic as electricity, constant as radium, radiant as light. We call it personality. Or character. Or spirit. It, rather than face or carriage, identifies one from another. It is the inner, militant force that fights upward. Its battleground is—just the things mentioned above—the body, the life-work, social relationships, ideals of beauty, ideas of self and the world. The "impulse" may be called religion. It is not a vague, separate thing, but an inner power, driving through this battleground and occupying it in the name of Youth. Hence the C in Y M C A, and the clean, high program gathered fully, for youth, under no other emblem than the double triangle made up of the six above-mentioned elements of the life of youth.

But where did all this gearing of life to youth, known as the Young Men's Christian Association, come from? It is being built (for the Association is growing and improving faster now than ever in its eight decades) by

the *one diamond idea of the world*—men are meant to be sons of God, to stand up and take their place as such. Every youth has the idea, some time, some how. Only once has it been fully expressed in a way any youth can understand—this diamond idea. It is expressed in Jesus—thirty-two or thirty-three years of big, vital, clear-eyed, clean-minded, hard-hitting, enlisted-till-the-end-of-the-war fighting, fearless, wholesome, devoted—fighting up to be a worthy son of God. God has put character into the world in the form of Jesus.

The diamond idea, kept vital by the Christian Church, is making the Young Men's Christian Association.

This idea is larger than the Association. The Association can only announce it to the world of youth, program it, and offer it.

Offer it to whom? Why, to youth—all youth who want it. *Any self-respecting boy or young man* may fight for character in and through the Y M C A. If he is not self-respecting he will not want to fight for it.

Thus is answered the question, "*What is the Y M C A?*" But *who* is the Y M C A? The Y M C A is a partnership of (1) youth who respect themselves and hope for their futures, (2) that large section of the public which supplements the seventy-nine per cent which the youth pay yearly to conduct it, by twenty-one per cent in gifts (in addition to buildings), (3) secretaries who are trained to guide the program, (4) the volunteers to the number of at the very least ten to one over the secretaries, without whose abilities, labor, and contacts the work could not conceivably be done, (5) silent partners who have faith in it, and from whom are drawn from time to time both participants and defenders, and (6) God, whose sons youth aspire to be, and who will

not deny to the Young Men's Christian Association any progress and usefulness which its other partners may deserve.

Whoever recognizes all these factors, and enters partnership, need never look without enthusiasm to his task, need never be troubled by those who always sneer at the diamond idea, and will surely stand the straighter in the ranks of the fighters for character.

CHAPTER VI

THE VALUE OF PHYSICAL EDUCATION

By JOHN BROWN, JR., M. D., M. P. E.

A TRUE estimate of the value of physical education lies at the very heart of the policy and program of the Department of Physical Education in the Young Men's Christian Association. To properly estimate its value, we must know and be able to state our main purpose as outlined in the six principles indicated in Chapter XIV, page 57 of this book. These principles should be very carefully studied.

The terms, "gymnasium," "physical department," "drills," "athletics," "games," etc., while serving a useful purpose in their proper setting, tend to limit and distort our conception of the real purpose and value of physical education.

Physical education, as conceived by the Y M C A, seeks to put every boy and young man into full possession of his best racial inheritance and to enable him to control and adapt himself to his environment and to so understand himself that he will be in a position to order his daily life in such a manner as to attain and maintain his maximum physical efficiency as an individual, husband, father, and citizen, and thus contribute positively to the betterment of the race physically, mentally, socially, and morally, despite the many deteriorating influences of our modern strenuous and artificial manner of life.

Physical education is both a science and an art. It has to be learned and lived; to be studied and practiced. Its value depends upon its quality. Increasingly, we should consider it as a department of education rather than a department of activity.

It is conceivable that a so-called physical department may not be a department of physical education at all. To have real value, physical education must have large educational contact. Boys and men must not only participate in physical activities, but they must know *how*, and more particularly *why*, they should do them in a certain way in order to secure desired results or to counteract undesirable tendencies. This is only another way of saying that there must be real science underlying our whole program of physical education.

We are striving to lift men from living their physical lives according to the dictates of impulse, instinct, unregulated and harmful habits, to that of intelligent and reasoned control of the physical life, not as an end in itself, but as a primary requisite to a complete and balanced manhood.

This means that we will give more attention to the development of organic vigor than to the training of expert performers, to the mass rather than the few, to the needy rather than the fit, to the informal and hygienic rather than the formal, highly specialized, and extremely competitive types of work.

Such a program implies consecrated, trained leadership, volunteer and employed. The leader must have a profound conviction that he is identified with an organization dealing with vital issues worthy of his time, effort, sacrifice, preparation, and service. The leader must recognize that through the contacts accorded, he

has the chance to influence for life the health, habits, friendships, and ideals of scores of boys and young men in matters of paramount importance; therefore the leader must not fail to take himself and his task seriously.

The value of physical education depends upon the quality of leadership more than upon all other factors combined. Only as men possess the best that study, research, organization, technique, and method has discovered, can our work be maintained on its highest level and yield the permanent physical and character values desired. Only under such Christian leadership will progress be made in developing better methods for the larger and more exacting demands of the future. What a privilege it is to have any part in such a work and to realize that we are following our great Leader who said, "I am come that ye might have life, and that ye might have it more abundantly."

Where there is poor health the people perish, and in the land which is not characterized by a play spirit and wholesome recreation, mental and moral decadence is sure to come.

From the physical standpoint alone, this nation cannot continue to travel at its present *pace* unless it provides adequate opportunities for relaxation, recuperation, and recreation. It cannot travel in its present *direction* without paying the price in deterioration, unless it definitely undertakes to provide those conditions which will counteract the baneful influences of the modern city life. The last census of the United States shows that for the first time in its history more people are living in cities than in the country. Not only so, but most people living within the cities live in congested sections. The birth census for 1920 in New York city shows that of

130,000 babies born, 100,000 were born in congested sections. It cannot travel in the present *company*. Tuberculosis, venereal diseases, occupational diseases, and organic diseases will ultimately wipe out any social group that does not accept the challenge of banishing them from its midst.

We must not only maintain but *improve* the virility of the race. The body is not only the earthly vehicle of the soul but it is also the instrument through which both soul and mind find expression. How long we live, how far and how fast and with what comfort we travel, depends upon our care of this human mechanism, which is largely governed by the same laws that operate in the realm of mechanics.

Every leader should feel that he is a real factor in making for a better race in which every man will endeavor to live at his best. The unfit will be made fit, the fit will be made fitter, life will be prolonged and made more satisfying. Surely this is a worth-while task. The hour spent in the gymnasium is worth while in itself, but more particularly because of its definite influence upon every other hour of the day and night in the lives of those we touch.

CHAPTER VII

WHAT OTHER CLUBS ARE DOING

By J. TRUITT MAXWELL

WE were assigned the task of telling the readers of this Handbook "What Other Leaders' Clubs Are Doing." To avoid provincialism we should find out what various Associations are doing in every part of the United States. To that end we picked out representative Associations, large and small, in about forty different states and sent the questionnaire to fifty-five Associations. Those who replied did so promptly and we wish to acknowledge with gratitude the receipt of forty-two answers, about eighty per cent. We found that various Associations were carrying out all sorts of programs, some quite successfully, others in a rather dilatory manner. The answers seemed to resolve themselves into positive and negative types, there being twenty-eight of the former and fourteen of the latter. We asked first, "What the Club Is Actually Doing," second, "What the Club Is Planning to Do," third, "What the Physical Director Would Like to See Done that Hasn't Yet Been Accomplished in His Own Association."

We have not reported for individual cities as such in making the following list, but have arranged the answers by States so that every section of the country that replied will have some representation.

California

"Three divisions, swimming, athletic, and class. Also boys' extension work, officiating at games. Indoor track and field meets once each season for all gym class. One swimming meet each season for entire membership.

"Meet once a week for supper, theory, and floor work. Leaders help in refereeing and handling of gym classes on overcrowded periods. Do some recreation work in the community."

Colorado

"Promoting swimming corps, baseball, gymnastics, teaching at church gyms, furnishing programs for parent-teachers meetings. Conducting co-ed swimming parties, social stunts once a month. Theory course."

Connecticut

"We are running the Standard Leaders' Clubs, meeting for supper every Tuesday night, following which we have our Bible study and other lecture work. At eight o'clock we go on the gym floor and work until 10:30 on the usual standard prescribed work, together with stunts for exhibitions. We usually plan several out-of-town trips during the winter and we put on exhibitions for any organization that can use us."

District of Columbia

"Attempting to carry out the National Leaders' Club program, meeting once a week for practice and study. Cooperate with one church in sending a leader to take charge of a class of boys in the gym two nights a week. Interest and guide new members in their class work and teach these men group games."

Indiana

"Studying anatomy, hygiene, public health and sanitation, life saving, and first aid to injured."

Illinois

"Have three groups organized—Seniors, twenty; employed boys and Y M C A school gymnasium class leaders, twenty-five boys; aquatic leaders, seven men. Each group meets separately for general instruction. Get together about three times season for special work."

Michigan

"Bible study weekly. Class activities. Assist in basket ball, swimming, athletics, exhibitions, assimilation new members, attend Middle West Conference at Lake Geneva, furnish leadership churches. The Leaders' Club was founded for the purpose of aiding the Physical Director in every phase of service (mental, physical, spiritual) which at any time may be possible through his department. The requirements for eligibility being—(a) Ability and desire to be of service to fellowmen, (b) member in good standing of Physical Department of this Association, (c) member of an Evangelical church, (d) in personality agreeable to the leaders in the Corps, (e) we welcome members from other clubs and admit them to membership with us if they individually meet our requirements. The Boys' Department has excellent clubs in each class division and trains new boys by means of an auxiliary corps—nearly as large as regular."

Minnesota

"We have twenty members in our Senior Leaders' Club and are meeting regularly for a supper meeting, a theory meeting, and practice on the gym floor one

night a week. Besides this meeting each member gives one evening a week to assisting in the young men's gymnasium classes or in the men's division classes. We have six men's division classes and four young men's division classes, so we need quite a number of leaders.

"The only leaders which we have effectively organized are our swimming leaders. This is a group of fifteen fellows formed into what we call a Swimmers' Club. They hold weekly dinners at the Association, where various reports, papers, discussions, and swimming topics are presented. They also volunteer their services for the promotion of swimming and life saving in our swimming pool and put on the exhibitions and meets that we hold throughout the year."

Ohio

"Our Leaders' Corps is doing a very helpful service in our department as assistants to the Physical Directors, aiding in a very material way the conduct of our program—that is, tournaments, gymnastics, athletics. Outside the Association they are helpful in churches and clubs and wherever they can be of help and assistance. Three of our leaders helped our community secretary get his program under way. Another is helping out one of our branch Associations whose Physical Director has been incapacitated.

"We have organized a new Leaders' Corps made up of young men from eighteen to twenty-two or twenty-three years old. They meet once a week for practical work on the floor and the theory work, every one promising to attend regularly and take the National examinations. We prepare voluminous notes on each lecture and give each man a copy which he keeps in his loose-

leaf book. It is the best plan we ever attempted. The credit for the idea belongs to C. A. Wilzbach, of Cincinnati. I think it will do more to solve the problem of the Leaders' Corps than anything I know."

New York

"Our Leaders' Club is a squad of men who stand out in the Association as leaders, but this is a small part of our Leaders' Club work, as we have installed Martin I. Foss's plan of council work. We have ten men on our athletic council, twelve men on our volley ball council, twelve men on our basket ball council, and eight men on our baseball council. All of these men are leaders, but specialize more or less in the sport that they represent, all having in mind that some day they will make the Leaders' Corps."

Nebraska

"Keeping up regular gym practice and squad leading and exhibitions. Junior Leaders' Clubs (school boys and employed boys, total seventy) meeting regularly and following practice course same as standard Junior Leaders. Gym leaders are serving on many various committees such as hand ball, volley ball, and basket ball."

Summary

As planning and looking forward should be a part of every well-organized club, we take the liberty to quote the following—

"More extension work. Swimming leaders plan to have every Association man a swimmer and every swim-

mer a life saver. Athletic and game leaders plan a big track and field meet indoors."

"Build leaders' room (by members)."

"We are planning for a State Leaders' Conference in the spring, which will be the second of its kind held in this state. This is a week-end conference and our first one last year was very successful."

"We are planning to enable the various leaders to take charge of the class for an evening's program. Interest as many of the men as possible in going out to take charge of gym classes in churches where they have a gymnasium and want to put on a play program."

"Increase the number of men with a view of sending them to Y College at Chicago."

"Invite all leaders' clubs of the city to meet with us for a general program, dinner, special lecture, floor work, and aquatic work. Also send representation to Lake Geneva for Leaders' Conference."

"Have no Leaders' Club in connection with this Department at the general office, but this is what I am planning to do. Industrial Leaders' Clubs are being formed in the various departments to carry on physical work in industries. Training classes have now been organized. The program for courses of study for industrial leaders has been prepared and put in operation at various places."

"Take on religious interviews of Physical Department members."

"The Corps is planning to cover all the suggested course and to go further than the suggested course. They are also planning on a number of social stunts and at least one entertainment, the benefits of which will be used to send one or two men to Geneva this summer."

Replies to the Question, "What the Physical Director Would Like to Accomplish"

"Would like to have one or two leaders in Association lobby each night. I feel the more we can line our leaders up for a definite piece of work the more we are doing for a real work."

"We are striving through our Leaders' Corps to put as many men as possible in Association physical work. Many of our men have entered Association work and some are now at the Association College in Chicago."

"We wish to hold a grammar-school athletic carnival in the first part of the year and we see our way towards having every school cooperate with us. The club has only been organized for two months. We're going strong."

"We are planning, but it has not been accomplished, to send four men to school to take advanced work for Association Physical Directors."

"To have a leader on, or leading every sport or class committee in Physical Department."

"We are planning to have a Leaders' Club so developed that we could meet the demand for men duly trained and qualified to handle all the activities in church gymnasiums. To secure from this group two men to enter Y physical work each year. Train these men so they would be able to efficiently act as officials in track and field events."

"Awaken more individual interest, especially in study."

"More work among the factories."

"Promote a regular normal training class where men will really get down to business in studying physical work."

"The thing we would like to accomplish is to secure thirty-five or forty leaders and we are working towards this end."

"Train men for big committee program."

Each community has its *local problems* which naturally affect the organization and work of the Corps. The enthusiasm and personality of the Physical Director surely has a vital bearing on the effective work of the club, as nearly every field that has changed Directors recently reports very little actual work being done.

CHAPTER VIII

THE HONOR LEADERS' CLUB

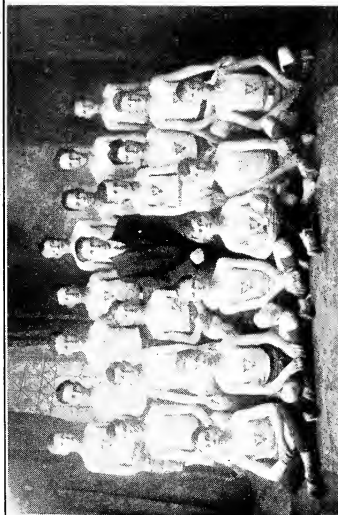
By WILLIAM H. BALL

THE purpose of the Standard Leaders' Club program is to encourage the organization of Leaders' Clubs in every Young Men's Christian Association, and to stimulate the growth, both in size and quality, of work done in all existing clubs.

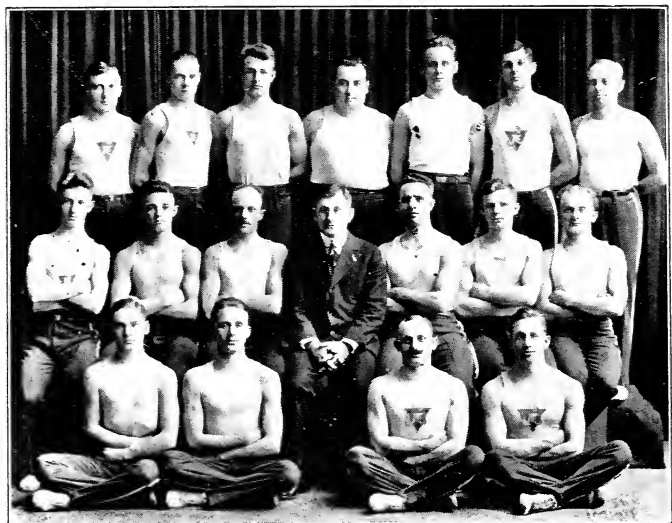
The selection of the Honor Clubs each year is an essential factor in the success of the plan as a whole. It has been found that those clubs having highly developed esprit de corps and morale render the finest kind of service, while those with low morale give poor service.

Leaders' Clubs, like individuals as well as organizations, vary in strength and quality. The Honor Leaders' Club is the one that has done the best work for the year. This is determined by averaging the results of the year's service and of the examination at the end of the season. In order to be eligible it is necessary for a Club to be officially enrolled as a Standard Club complying with all the requirements, and also to have not less than ten members participate in and pass the annual Standard test. The plan has only been in operation five years, but it has been very satisfactory.

It is especially noticeable that the clubs which are actuated by high ideals and Christian motive are the ones that appear to rank as the best. It is a pleasure to publish the photos of Honor Clubs of the past few years.



1916-17—SEARS-ROEBUCK, CHICAGO, ILL., HONOR LEADERS' CLUBS—MEN AND BOYS



1916-17—ROCHESTER N. Y. HONOR MEN'S LEADERS' CLUB



1916-17—ELMIRA N. Y. HONOR BOYS' LEADERS' CLUB

The Honor Clubs for 1918

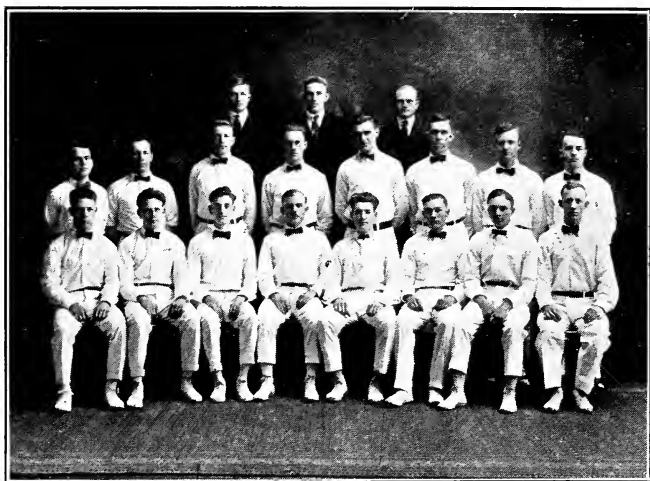


HONOR MEN'S LEADERS' CLUB, PROSPECT PARK BRANCH,
BROOKLYN, N. Y.



HONOR BOYS' LEADERS' CLUB, EAST SIDE BRANCH,
NEW YORK CITY

The Honor Clubs for 1919



HONOR MEN'S LEADERS' CLUB, CINCINNATI, O.



HONOR BOYS' LEADERS' CLUB, ELMIRA, N. Y.

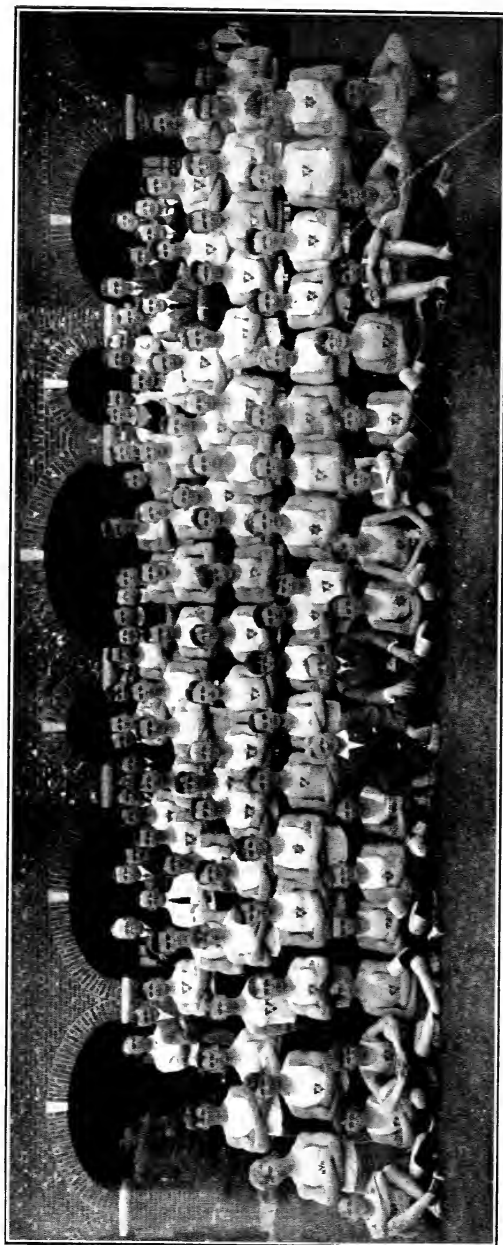
The Honor Clubs for 1920



HONOR MEN'S LEADERS' CLUB, BROCKTON, MASS.



HONOR BOYS' LEADERS' CLUB, ELYRIA, OHIO



CONNECTICUT STATE LEADERS' CONFERENCE—1921

Honor Leaders

YM CA



Frank B. Banick - 1919



Carl W. Puls - 1919



G. H. Pemberton 1920



Leo E. Protzer 1920



Chas H. Weira - 1920

Sears Roebuck Dept.
CHICAGO

4 Years' Service - 1 Gold Star ★
8 Years' Service - 2 Gold Stars ★★
12 Years' Service - 3 Gold Stars ★★★



W. A. Bobleter 1920

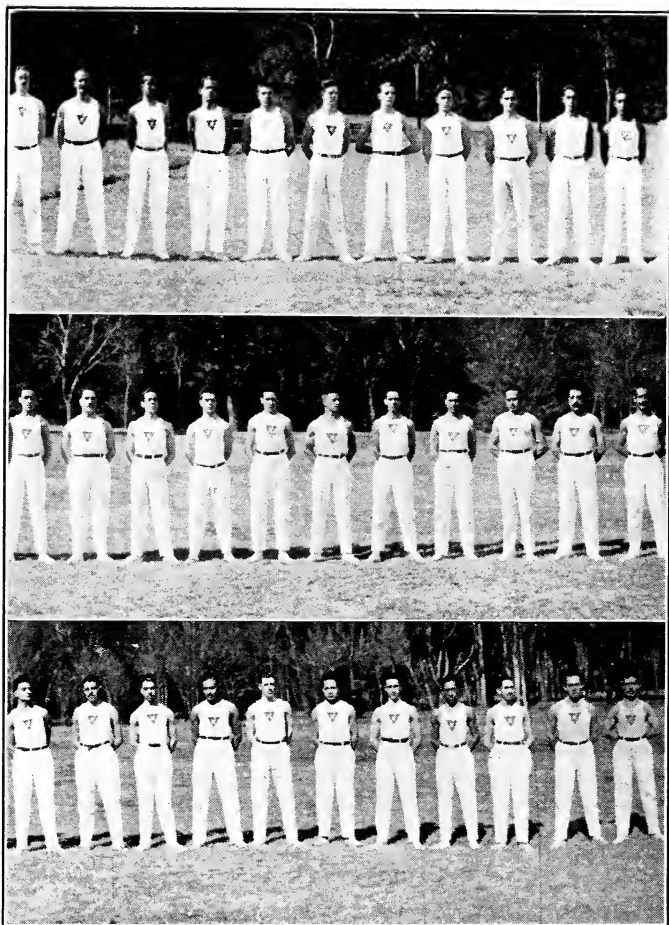


William Beier 1920



S. P. Hansen 1920





STANDARD LEADERS' CLUB, 1920, MEXICO CITY

CHAPTER IX

OBSTACLES TO BE MET BY A CLUB

By J. J. TOEDT

BELIEVING that the Leaders' Club is a very necessary part of our program I take the liberty to mention a few things which may have the appearance of obstacles in the promotion, organization, and permanency of a Leaders' Club.

First of all we must be reminded that the majority of our Physical Directors serving the Association and many other agencies conducting programs of physical education, come from our leaders' classes.

This being true we are convinced that the leaders' class is an essential part of our program and time should be set aside for this work the same as time is set aside for any class or group.

Spasmodic Schedule

A spasmodic schedule for leaders' work is a sure death blow.

Small Attendance

It should not be a discouragement to work with a small group. It is far better to conduct a small class of a half dozen or even less of the type of men or boys who mean business and have the interests of the Y M C A work at heart than to attempt to get large numbers, some of whom are attending only for selfish interests.

Selected with Care

Leaders should be selected with great care. Men of gymnastic ability can be permitted to participate in the practical program but it should be understood that acrobatic ability is not fundamental. Only men of good character and with fair gymnastic ability should be encouraged to participate. Sometimes it is necessary to discourage a man or boy who has requested admission to a leaders' organization. He may be a detriment rather than a help.

He May Be a Detriment

His personality may be such that it will break up the harmony which should always exist in a Leaders' Club.

Leader from Another Association No Guarantee

Because a man or boy has been a leader in some other Association or has had experience with the Turners or other agency emphasizing heavy apparatus work is no sign that he should be solicited for membership in your club. A strict investigation should be conducted before he be admitted into the club.

Club Should Be Well Organized

No matter how small the number of leaders, the club should be well organized with president, secretary, and treasurer. This body should have regular monthly meetings at which time, besides such other business as usually comes up at a club meeting, it should act upon new applications for membership.

Unanimous Vote on New Members

A unanimous vote should always be necessary before candidate is accepted.

Membership Committee

A membership committee of which the Physical Director is a member ex-officio should be on the lookout for new material and always be requested to make recommendations of their findings of the investigation, and these findings should be favorable before voting at the regular meeting.

Not Over-organized

Do not over-organize the club so that the members will think too much about the committee responsibility. Aim to make the organization stable but do not have too many committees and too many functions to promote. The work of assisting the Director in leading the practical work in the gymnasium, swimming pool, athletic field, should receive first attention.

Social Functions Not Too Prominent a Place

The Club should promote social functions for its members but care should be exercised that this feature does not become too prominent or first thing you know you will have developed a social club which has lost the principal idea of the leaders' work.

Do Not Overwork Leaders

Care should also be exercised not to overwork the leader with activities outside the leaders' program. By this is meant such other social, religious, financial, or other activities promoted by other sections which should have representation from the physical section; these should be represented if possible by other than leaders. This does not mean that the leader should not take part in these other important phases of the Association work, but that if possible the work should be distributed so

that the leader may not lose interest because of being overburdened.

Avoid Lax Program

A definite program covering all the various activities under the heading of calisthenics, class evolutions, heavy apparatus, and including a Bible class session, instruction in elementary anatomy, physiology and hygiene, elementary first aid, and Y M C A physical education subjects should be covered.

Initiation Ceremonies

The initiation ceremony should be simple but impressive. Omit anything offensive or of the nature of hazing. Be sure leader is sincere in his purpose before admitting him for initiation. Do not have the initiation for the purpose of having a good time or "putting one over" on the other fellow.

The initiation should have a definite motive: that of instilling even greater interest through desire for service.

CHAPTER X

THE GYMNASIUM CLASS LEADER

By ROBERT C. CUBBON

A CHANGING program, the recent World's War, and a new emphasis are factors that compel us, like the Chinaman of yesterday, to look backwards for the really great achievements of our Leaders' Club. This is rather a startling statement to make, yet in the same breath it should be said that present interest on the part of many of the friends in behalf of the organization is indicative of a broadened scope and a bigger field of service for our Leaders' Club.

To a certain extent this most useful arm of our service has been a victim of circumstances, but a careful diagnosis on the part of its friends will disclose the fact that the vital organs are still intact and are functioning properly. Those basic fundamentals, the equilateral triangle, emblematic of all around growth, and "a work for men by men," were hewn out of rugged experience by the pioneers of yesterday and will still be the chief cornerstones upon which the new day will be built.

We should not be pessimistic as to the future of our Leaders' Club for we are now entering an era fraught with the greatest of possibilities. If we did reach a high pinnacle in the remote past, there are still higher peaks to scale, for the good work done in the pioneer years has produced certain basic principles and a more

definite place for us in the life of the Association and our country.

Physical illiteracy is spelled in terms of a nation rather than an individual, and since no chain is stronger than its weakest link, no nation is stronger than its weakest citizen. If this is true, then every Physical Director and every leader is making a patriotic physical contribution to his country and that is the new motive or the modern message that will compel our Leaders' Clubs to strive to attain and to achieve what would have been considered impossible in days prior to the war. Is it not entirely in keeping with good logic to believe that an efficient Leaders' Club will make for a better Association; better Associations can make definite contributions toward better cities and better cities and communities will make for a better nation?

In the estimation of many people our Leaders' Club reached its highest point of efficiency in the late 90's and if this is true what were the causes that made it succeed and then fail? The answer is comparatively simple: The program of the department was clearly defined and objectives were few and leaders were trained to meet those requirements. Calisthenics and apparatus work were the major activities, and to be a leader one had to be an expert in apparatus work. One-half hour calisthenics, one-half hour apparatus work, an additional one-half hour for some more apparatus work, and some informal work and games constituted the program.

It is very evident that the American temperament has outgrown these Swedish and German bases and the element of competition demands greater recognition and the Leaders' Club that fails to take cognizance of this fact will impede rather than help the progress of the new

day. We have recognized the fact that we have been going through a period of transition and we have reorganized our program and will proceed to greater accomplishments. There is nothing static in our work, let us be thankful for that, for it obligates each new decade of leadership and opportunities for initiative and research will ever live in the present.

Throughout this entire book, the new day and the new program is indicated by reason of the many activities as against the few activities of yesterday. Calisthenics will continue to have a major place, although a lesser but still a very important place is reserved for apparatus work and an ever-growing appreciation will be very much in evidence as to the value of the games program.

Physically speaking, "Let us be all things to all men," for the more opportunities we create for leadership, the more men we will need for service and a greater number can be accommodated in our plants.

Like the men of yesterday, let us formulate a definite program and measure up to it by producing an adequate lay leadership. Where there was one type of leader yesterday, today there must be many, and doubtless the most difficult task that can be assigned to a leader is that of leading a class in calisthenic work.

Forcing a man into the limelight does not necessarily make that man a leader of men, but the man or leader who is anxious to reach the charmed circle of success should be able to stand before men and to think and act clearly. The man with a message cannot develop alone. He must express it to others, so a class leader, like a successful teacher, preacher, or lawyer grows by real giving. The fundamentals which hold true in pub-

lic speaking also hold true in class leading and it is only a short step from one to the other.

Class leadership differs from the other types of leadership in that the group involved is usually larger and the opportunity for thought between acts is reduced to a close margin. Class leading should be considered a post-graduate work for the leaders and the successful Physical Director will expose the successful leaders to this greatest opportunity for growth.

It would be most unfortunate indeed if we should have all the professional assistance we needed to operate an adequate program, for in the first place we would be defeating our fundamental principles, viz., "A work for men by men," and second, it is rather through the many than through the few that our department will grow to be a real factor in fighting back Physical Illiteracy in our membership, in our city, and in our country.

CHAPTER XI

THE ATHLETIC LEADER

By GEO. L. LISTMAN

IN taking up this question it is well to have clearly in mind the ideal toward which we are working, our aims, and just what we are trying to accomplish. With the increased interest in athletics, both by the public and competitor, the place for the athletic leader will be of great importance. Mass athletics, as demonstrated in the Army, can be used on a smaller scale in our Associations. Would it not be a great accomplishment to have the athletic leader responsible for, and able to interest, everyone in our Association membership, expert as well as beginners, in some branches of athletics, either formal or informal, every season? A great many pay to be amused by athletics and games; can we not inaugurate a system through this leadership that will place more men and boys in the "taking part" attitude? Athletics strengthen the muscles and give confidence to the man who is inactive. This, in addition to the educational value, makes a great argument for participation.

We can divide the requirements of a man to fill this position as follows:

1. Sterling character
2. Leadership
3. Coaching ability
4. Performer

Let us now consider them in that order.

1. *Character.* The athletic leader, I thoroughly believe, has one of the most difficult divisions, and should be a man of the very highest and best character, clean cut, with attractive personality, embodying the all-round development. He must realize the great service he can render. It is utterly impossible for one without these attributes to successfully instil in others the proper competition and clean sportsmanship.

2. *Leadership.* To be a successful leader others must follow. It will be necessary to have the respect of the men, a fine opportunity for him to use his influence for clean athletics and competition in every detail. Enthusiasm is needed and willingness to help. Encourage the backward men and those not skilled as well as the expert, by a system of scoring which will give them all credit according to their performance. With an incentive to do better, some men will spend years to improve their style by conscientious practice, and their example and success will help numerous others to imitate and follow their training.

3. *Coaching.* This needs patience with a personal interest in each man. Loyalty is developed. New men are made to feel welcome. One night a week known as athletic night throughout the season, with a definite schedule of events, with the athletic leaders on the job, will do more to stimulate this work than anything we can do personally.

Familiarity with all rules, both letter and spirit, in the various events is absolutely necessary. Start with the rudiments and gradually advance. Include training rules such as diet, sleep, and proper form.

Fairness and honesty in conduct of all meets and events is absolutely essential to gain confidence. The

amateur definition, conditions of competition, track and field records, definitions of a novice, and athletic attire are very important factors for him to become thoroughly acquainted with.

The prize hunter should be discouraged, though proper and limited awards are always in place. Careful selection of track team representing the Association, where of necessity a higher type of specialization is needed.

Equipment should be in good order. Literature on different athletic subjects and rules brought to their attention, and class exercises to develop form used.

4. *Performer.* A leader should be at least a fair performer to back up his methods. A man with a reputation of the all-round type is strong with certain groups. While a good performer may not always be most essential, and in a great many instances impossible to enlist, the importance should be kept in mind.

5. *Ability.* Able to arrange meets, hold contests, promote all-round athletic contests for class work, officiate when necessary. A leader in formal as well as informal athletics. Handle track team for competitions, promote men in all class work as soon as they advance, with the object always in mind of a high-grade performance, a clean-cut purpose of competing on the level at all times. Men of this type will need to be developed. Isn't that our job?

CHAPTER XII

THE GAMES LEADERS

By GEORGE O. DRAPER

By play the animal learns to live. The child is no exception to this rule of nature. The natural environment of the child is a play environment, so an organization which deals with growing boys must be expert in those things which are fundamental to the growth and development of boys. Deprived of adequate play, the child fails to attain complete development, physically, mentally, or morally. Imbeciles, feeble-minded, idiotic children do not play volitionally. As play creates in the child, it recreates in the adult. Games have always been a source of pleasure to the normal man and are of recognized value.

The play life of the people of this country is richer than that of most other nations. To play can be traced many of the beneficial social conditions existing, as well as evidences of a superior physical ability. Play is going to hold a more important place in the future than it has in the past. The recognition of the value of games for all people and the re-awakening of the play instinct of a large number of our young people, is making increasing demand for leadership in this activity.

The game leader has an open door to the community. His field is not limited to the gymnasium, because its cumbersome equipment is not necessary to him in his

activity. His program can be adapted to all kinds of conditions—indoors, outdoors, parlor, schoolrooms, factories, streets, etc.; large groups and small groups. It is adaptable to old and young, strong and weak. It knows no class distinction. It is enjoyed by all, and as it is a benefit to all, physically, mentally, morally, and socially, he is rendering real service. The games program of most of our Associations can be greatly enriched. There should be times for free play, times when new games are taught, and definite plans made for the training of play leaders.

Training classes for game leaders who can promote contests at churches, factories, schools, play centers, etc., suggest a means by which the Physical Department program can be extended throughout the community.

In order to develop a successful game leader, it is necessary to create in the leadership an attitude of mind which, for lack of a better term, we will call "game-mindedness." By that is meant that the leader enjoys playing games, has had experience in playing, has a general knowledge of games, and some skill, has an appreciation of the character-building value of games and a knowledge of organization methods, coaching methods, and rules.

To an Eskimo a World Series ball game would be a source of entertainment only through his amazement at the way the crowd acts. The game itself would be a failure as a means of entertaining, so far as he is concerned. The enthusiasm generated among American fans is an outburst of expression of those old experiences which have come in former years as players of the game. We are play-minded as far as baseball is concerned. The Eskimo, who has never had physical expression in the

form of baseball, cannot experience that outbreak of enthusiasm.

This game-mindedness cannot be developed by special lectures or observation. It will come only through the sensation of self-expression by muscular action resulting from actual participation in the game; hence, in the training of leaders for games, a large place is given to actual play.

Normal boys are game-minded and merely need to be given game material and taught how to use it. Men have to have their play instincts awakened and broadened. Some still play, but their play experience is limited to a solitary game, such as basket ball, handball, or bowling. This is not enough for a play leader. His knowledge must include numerous other games.

Should the game leaders meet once a week for one and one-half hours, the first half hour will be given over to theory, such subjects as the philosophy of play, value of games as an educational force, organization methods, study of rules, study of coaching methods, leadership, etc.; the remaining hour should be given to actual play activity or in leading others in such activity. Games for the home, for church socials, parties, game festivals, noon hours at factories, county fairs, play centers, schools, etc., typical programs for different occasions, can be included in the practical work. The practical application of the knowledge acquired during the course can be furnished through play groups in the gymnasium. Game festivals can be planned, with each play leader assigned to some church or factory for the purpose of developing a representative team to participate in the festival. Unless some opportunity for expressing the newly gained knowledge and experience is given,

it is more than likely a great deal of the leadership will never be put to use.

Be guided by the principles of everybody in the game and play for the joy of playing, rather than for a prize, remembering that the real victory is character and not the pennant.

CHAPTER XIII

THE SWIMMING LEADER

By B. DEANE BRINK

THIS is a challenge to lead others to health and happiness by the water route.

Accept this challenge and you will pay a price.

The price is to lose yourself in service.

The reward is in the joy of achievement. You have helped another live.

It is your opportunity and obligation to see to it that:

1. Every boy is prepared to save his own life and the life of others—thus making him a better member of society and giving him a chance for fuller self expression.
2. Every boy indulges in the absolutely best form of exercise known.
3. Every boy has all the wholesome fun he can possibly cram into his existence.

Your slogan to be:

Every boy a swimmer.

Every swimmer a life saver.

The very best protection against drowning is the ability and sense to swim.

Be at home in the home of the fish.

Cheer folks up, show them that water is their best friend, both inside the body and out.

Show them that success in learning to enjoy any sort of water activity depends entirely upon their attitude toward the water.

There is but one real reason why any person cannot swim, and that, "Fear."

In the very young this condition does not exist, and it is only after some person who really ought to know better, ducks, splashes, or otherwise frightens a child or some one older, that difficulty is had.

This condition may also be brought about by getting impressions through hearing, reading about, or actually having a part in some water accident.

It is clear then that the first and most important task for the leader of water activities is to inspire confidence, get rid of fear.

A few fundamental facts will establish this necessary confidence.

Any boy with strength enough to stand, brains enough to comprehend, and with water near and enough to float him "Can Learn to Swim." In fact, it is possible to learn the most important things about swimming with only a wash basin of water and room enough in which to move the arms and legs.

It will also help create confidence if a boy knows that like a fish he cannot sink or drown, provided there is always plenty of fresh air in the lungs.

Demonstrate this by the fact of displacement of water equal in volume to the body.

The specific gravity is approximately the same, and what little difference there is in the body weight is overcome by the buoyancy created by the air in the lungs.

Prove the foregoing by going into the water, taking a deep breath, and doubling up like a ball. You will float as long as you can hold your breath.

While floating have some one push you beneath the

surface, and after the pressure is removed you will immediately rise to the surface like an inflated water polo ball.

There are many ways of demonstrating this truth, but this will be suggestive.

In learning to "feel at home in the water," to swim, dive and save life, you will remember five things. Count them on the fingers and thumb of either hand.

Begin with the thumb, letting each digit represent one.

1. Confidence
2. Breathing
3. Balance
4. Relaxation
5. Coordination

Confidence. This is of great importance.

Confidence in yourself. Your attitude must inspire confidence. Have in mind always that the confidence of the learner will rise no higher than your own confidence in yourself and in him.

You will inspire confidence when you speak in a low, convincing tone of voice.

Belief in your ideal will be reflected in your voice and actions.

Breathing. If you are to "feel at home in the home of the fish," you must breathe and act like fish.

In swimming, the order of breathing must be reversed, it must be *in through the mouth, out through the nose*. In the majority of swimming strokes the head is held face down, air being gasped in through the mouth as the head is turned up sideways and blown out through the nose under water.

In this way no water is brought in contact with the delicate mucous lining of the nose passages. Again more air can be taken into the lungs, in a given space

of time, through the mouth than through the smaller nose openings.

Because of an inherent fear of strangulation, few people care to put their faces down into water.

This is one of the primary reasons why so many never lose their fear of water or drowning.

While in the element of the fish, learn to breathe like a fish and fear will vanish instantly.

Looking with face under water at the extended fingers, or rings, small rocks, or shells will distract the attention from the water and accustom one to the new environment and create confidence. Introduce the play element.

Balance

In our natural element we move about in an upright position.

In the home of the fish we must do as does the fish, lie face down.

The nerves and muscles must be taught to make the body move while in this position.

Relaxation

The body floats better when relaxed. Relaxation comes as the result of confidence. The relaxed swimmer does not tire easily.

Coordination is the perfect working together of parts, mental and physical.

Learn the various movements used in swimming, diving, and life saving. Coordinate them until they become automatic without having to think about them. You will then "Feel at home in the water."

The best stroke to teach beginners must be both easy and natural.

The fundamental "crawl" is such a stroke.

The method is simple.

1. Eliminate fear.
2. Take air in through mouth, exhale through nose.
3. Practice floating face down for balance and relaxation.
4. Kick legs up and down, imitate a steamboat.

With elbows straight, whirl arm around forward like a windmill.

Put these two movements together.

Complete success is then but a matter of practice.

After the "crawl," master other strokes.

Dives, life saving, and "stunts."

The fundamentals of life saving should, however, be taught as soon as the "fundamental" crawl is mastered.

Having learned this fundamental stroke, a boy is now able to do four things.

He is able to help those in danger of drowning, and can save his own life.

He is in a fair way to develop a clean, strong body.

He is able now to get a lot more fun out of life than the fellow who cannot swim.

But best of all he is in possession of knowledge which, passed on, will bring health and happiness to others, and prevent many unhappy accidents and loss of life. He in turn will reproduce you, the leader. He too will know the joy of service.

CHAPTER XIV

THE ASSOCIATION PHYSICAL DIRECTORSHIP

By MARTIN I. FOSS

THE Young Men's Christian Association work has all along been a young man's organization and it is but natural that the physical emphasis should be strong.

In the early days, ex-circus performers, worn-out vaudeville stars, and other acrobats were employed by the Association, but beginning in 1877 when Robert J. Roberts became Physical Director of the Boston Association the idea of the Christian physical directorship began to take root. Then began a new conception of physical work of which the health objective came to be prominent. The character values of physical education early came to be sought and while there is still confusion in the minds of some, for the most part it is accepted that the Physical Department work is altogether in line with the legitimate functions of a Christian organization.

No better statement of the principles upon which the physical work of the Young Men's Christian Association is based can be found than that appearing in "Physical Education"* from which we quote the following:

First Principle. That health is fundamental to full development and that during the entire life of the

* The official Handbook published by Association Press, 347 Madison Ave., New York city, should be studied for further details pertaining to the work of the Y M C A Physical Department.

individual health is dependent upon the proper functioning of the motor apparatus, its work differing in amount and character according to age and condition.

Second Principle. That the full development of Christian character and sturdy manhood depends upon proper and adequate physical training, especially during the period of youth and young manhood.

Third Principle. That fundamental physical and mental differences are recognized in the individual in the various stages of his development which represent the important epochs in the life history of the race and that at these times the individual is peculiarly susceptible to influences potent in the formation of character and that rightly conducted physical training affords a most powerful means for controlling the same.

Fourth Principle. That physical training affords a means for overcoming those subtle and vicious tendencies of modern life developed through idle drifting, by providing healthful amusement and recreation for young men.

Fifth Principle. That physical training is a potent factor as a deterrent to the breaking down of the moral and religious standards of men, brought about by a lowered efficiency in vital stamina through fatigue and preventable diseases.

Sixth Principle. That the enlistment of men in volunteer service for others is a basic principle in the Young Men's Christian Association.

It will be seen that physical education is a science in that it has a system of fundamental essentials and principles and an art in that it requires performing skill. If it is both an art and a science, it may legitimately be classed as a profession, and those who practice and teach it may be considered in the same class as those who practice with men in the other great professions.

The physical directorship is a teaching profession.

The laws of health must be taught; rules of games and instruction in methods of attaining performing skill in gymnastics, athletics, and swimming must be given; assistance must be given men and boys to show them how to overcome wrong habits of living and poor muscle habits (bad posture). Instruction in all matters pertaining to physical well being falls to the work of the Physical Director.

The physical directorship is an administrative vocation. The modern conception of Association work as being related not only to the boys and men within the membership but also to those in the community greatly enlarges the scope of the work. To direct the work of several hundred (often several thousand) of boys and men in the membership requires skill in arranging programs and schedules that do not conflict, but when this is enlarged to include work in the churches and industries there is a need for the most accomplished administrator. Follow the average Physical Department users for a day if further proof is desired. Entering the dressing room where soap and towels and often athletic outfit is wanted, he goes to the class where a schedule must be operated not only that is adapted to his need, be he old, middled aged, or young, but which runs smoothly through the day's order from the formal on through recreative period where all get the quality and quantity of exercise they want. He may go to the boxing or wrestling class or hand-ball court where all must run smoothly and according to Hoyle. Or he may go to the swimming pool and showers where he wants what he wants and in the way he wants it. If you prefer to go to the factory district and observe the Shop Industrial League, again you see system and order.

It is easily understood that when ideal conditions exist such as described there is an expert behind the machinery and administrative skill is one of the important essentials for the Physical Director.

Then again, the Physical Directorship is a team worker's job. The boys, young men, business and professional men, compose his clientele. The varying interests including all forms of sports must be coordinated. Volunteers must be found, inspired, and trained for service and kept enthusiastically at work for their fellows. There are the different departments within the Association into which the Physical Director must gear his work and with which he must earnestly cooperate. The physical activities operating in the schools, private clubs, playgrounds, and other civic or private community organizations should form a united force with which the Association Physical Director casts his lot for the city-wide advancement of general physical education. He is in reality a community engineer.

The Association physical directorship is a Christian's vocation. While it is accepted that physical education as such does not lead men to accept the Christian ideal, yet the objective of the entire work must be the objective of each part of that work. It is, therefore, not only the sacred privilege but the duty of the Physical Director to actively promote definite religious work within his department as well as cooperate with the general religious efforts of the Association as a whole. Nowhere are better and easier contacts made for relating men and boys to their Creator. Character is revealed in athletics as perhaps nowhere else. Team games develop practically all the essentials of a democratic community. Fair play, respect for others, energy, initiative, enthu-

siasm, loyalty, bravery, discipline, self-control, self-sacrifice, cooperative work, and a score of other traits may be named that are common to team play and which are characteristic in worth-while citizens of a democracy. Thus it is that religious efforts of the most effective kind form a regular part of the work of the Association Physical Director.

To paint the picture of the physical directorship in another way, we would say that his work consists first of discovering the needs of the boys and men of his community that are not being met, and then setting about to meet those needs so far as his ability permits and the Association is able.

To do the one requires close observation and first-hand contact with the life of the young manhood so that the Director may know what are the handicaps and hindrances in the city such as bad working conditions, evils that tempt young men to abuse their bodies, and the opportunities outside the Association for wholesome recreation and physical exercise. Having that data in hand the Director must go forward and plan a program both for men within the membership and those who can be won to join and for the larger group which cannot be brought to the building. The one group is given class athletics and game programs and the other is reached in factory at noon-day lunch or other period as may be most practical, or through school gymnasiums if such are available, or on athletic fields or open lots or at lake side or in church gymnasiums or Sunday-school rooms, or wherever available space can be found that boys and men can congregate.

When the work of the Association Physical Director is thus observed, one realizes that he must possess a

well-grounded knowledge of body structure and function and its care and also a good working knowledge of mental growth and the social laws and how the whole youth may be naturally led to accept the highest ideals. Likewise, a detailed knowledge of the many phases of physical activities must be had for he must teach calisthenics, apparatus work, athletics, swimming, and the major games of baseball, basket ball, etc., as well as a score or more of the informal mass games. Withal he must be well grounded in religious education so that all the activities may be made to yield constructive and character values. Such knowledge does not come without effort and the best directors of today are men who have spent years in special study and preparation. Three Y M C A Colleges with carefully outlined special courses are in operation to train young men for this important vocation. They are located in Springfield, Mass., Chicago, Ill., and Nashville, Tenn. Detailed information can be had by writing "Young Men's Christian Association College" in any of the cities named.

The great need of the hour is for greater numbers of properly trained Physical Directors. The Association physical work cannot move forward to but a small fraction of its possibilities because young men are not being recruited in sufficient numbers.

This vocation that has as its aim the building of virile and efficient manhood offers a field of very great usefulness to young men as a vocation. Gymnasium leaders should keep this need constantly before them, and as they discover hopeful prospects, or perchance find themselves interested, confer with the Physical Director or write the nearest Young Men's Christian Association College.

CHAPTER XV

HELPFUL HINTS FOR THE LEADER

By HARVEY I. ALLEN

Do you recall the parable in Matthew 25 of the three men with the talents? Do you remember that the man with the five talents used all five of them and the man with two used them both while the man with one hid his? I have often wondered what would have happened if the man with five had only used four and the man with two had used one and hid the other.

There are a number of young men in every Association who have talents that are lying unused. They do not know they are talents. They would look at you in wonder if you were to tell them that they were walking around over gold mines. How many, many times have I seen leaders come back home from college for the holiday season or back from a small field where they had spent some time teaching gymnasium classes and heard them say to the Leaders' Corps: "You men do not realize the value of the training you are getting here. If you did you would never miss a night and you would study this work with enthusiasm."

What are these talents that lie hidden? They are simply these: leadership, executive ability, teaching ability, and knowledge of physical work, games, etc. Perhaps the best way to explain the value of these talents is to tell you some true stories. Here are just a very

few of the men who have gone out from one Leaders' Corps; we could double or triple the number of illustrations from this one class if space permitted.

A. was a leader in the boys' department until he left for college where he intended to work his way through. When he got to college he found it very difficult to find sufficient odd jobs to meet all his expenses. His folks were poor and could not contribute a penny to his support. In the gymnasium he soon discovered that his training in the Leaders' Corps had given him a knowledge that made him of real assistance to the Physical Director who was rather inexperienced and untrained. It was a small school and could not afford to employ a high-priced man. Toward the end of the first year A. was in school, the Physical Director left and A. was immediately offered the position at a salary that would enable him to not only cover his expenses but contribute something to the support of his family, who were finding it hard to get on without his help. Little did he dream when he was attending the boys' Leaders' Corps that he was developing a talent that would give him a college education.

That story could be duplicated hundreds of times. I know of a score of such instances myself. One day B. dropped into town on a trip west from New York where he was the superintendent of a large manufacturing plant and as he had been a former member of the Leaders' Corps we asked him to visit the class that night and speak to them. The gist of his talk was this: "Appreciate your opportunities here in this Corps. It was through this Corps and its floor and committee service I discovered I had the ability to handle men and that led me to aim at the star of becoming an exec-

utive. I owe my start to this training you are now receiving."

C. was the bookkeeper in a small coal office getting \$75 a month. His ability as a leader in the Corps was marked and the Physical Director called him into the office one day and suggested that he had a talent that was being wasted in his present position. C. was doubtful. Going away to college did not appeal to him and besides he was doing well where he was. The Physical Director was persistent. Every two or three months he called him in and put it up to him again. At the end of a year he was sold and started off for school. He worked his way through college and medical school with the talent of leading gymnasium classes and then became a teacher in his Alma Mater and finally took over an important piece of industrial work in hygiene and sanitation in the South among the workers of the textile mills. It was largely because of his work and demonstrations in this field that the cotton mills of the South are working twelve months a year now instead of eleven months as formerly. Several years ago the operators in convention publicly made this statement. Today Dr. C. is in an important executive position where he is multiplying the work he started in the South among industries of all sorts the county over.

D. came from a poor home and was one of several brothers. He was the only one in the family who joined the Association and came into the Leaders' Corps. It was his work in the Corps that led the Physical Director to suggest the possibility of putting his talent to work for his own and others' betterment. At last he consented and worked his way through college. The talents thus developed have not only given him a broad

education but six years of travel in Europe and a position today where his life is counting many times over that of his brothers, who still plod on in the same old jobs.

When the Community House asked us to send them a leader one evening a week to look after a gang of boys that were a trial to the neighborhood and some of them already listed as juvenile delinquents at police headquarters, we selected E., one of our leaders for the job. When it was put up to him he doubted his ability to interest them and it was only after strong pressure that he consented. The things he had learned in the leaders' class and the gymnasium were his chief assets in handling that group and he instantly became their leader and counsellor. At the end of the season when he went out for the last meeting imagine his surprise at finding that these youngsters had arranged a "banquet" in his honor. He says now that it was the happiest experience of his life and he is grateful for the opportunity to have found the joy in service.

I know doctors, dentists, college professors, executives, and Physical Directors, who will not hesitate to say that the Leaders' Corps opened their eyes to talents hidden in their lives that have led them to aim at higher things in life than they would ever have done otherwise.

My advice to leaders is: Appreciate the opportunity the training in the Corps is giving you. Study to develop the talent of handling men. Learn to lead classes and to speak. This will come from giving commands, making committee reports, and finally in more extended ways in the Corps and its work. Study the lessons in hygiene and health in the Leaders' course. It will broaden your education, make your life happier,

and save you money and time. Do faithful work on committees. You are developing a character and that is never well done by doing anything slipshod. An outstanding committee worker is on the sure road to success in life. Learn the joy of service. Become one of that small but Heaven blessed group of "pushers" in the community rather than follow with the great crowd of folks that are either pulling back or doing nothing to help the rest of mankind. Line up with the "building up" program of your community, these are the salt of the earth and they preserve society from hopeless decay. Thus the Association's Leaders' Corps will point the way for you to interpret your spiritual ideals in every day living and service.

"His lord said unto him, Well done, good and faithful servant: thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord."

CHAPTER XVI

THE MONTHLY MEETING

By FLOYD M. SHARP

FRIENDSHIP: A wonderful word, the value of which is realized by few. The size and quality of our circle of friends indicates in a fair way our ability to succeed in life. It is the measure of what we put into life, and consequently what we get out of it. One of the basic principles of the International Leaders' Club is friendly cooperation. How very important, then, is any activity which creates and develops friendship within this organization. Let us see how the monthly meeting may be conducted so as to contribute to this end.

It is generally agreed that the Leaders' Club should consist of enough members, of high Christian character and pleasing personality, to assist in covering all activities promoted by the Physical Department. To accomplish this ideal condition we must include in our program of club activities, features which will attract young men who are not members, and also hold the interest of those who are members.

The monthly meeting can be made the most attractive of these events. We should not confine these meetings to dry business matters entirely, else we shall have a hard time enforcing attendance. A social program should be planned for each of these affairs. Whenever the invitation may be secured, it is a good idea to hold

the meeting at the home of one of the members. A committee appointed for the purpose may cooperate with the family in planning the festivities and entertainment for the occasion. If it is not convenient to hold the meeting at any of the members' homes, this committee can usually secure a small hall, very inexpensively, which will serve the purpose.

Occasionally the ladies should be invited. What fellow does not like to show off his choice and incidentally see yours?

The exact program of a meeting may vary in detail. In general, however, the business meeting should come first, then the games or other entertainment, followed by refreshments. Just a word here about the business meeting. A definite starting time should be mentioned in the announcement sent to the members, and the meeting should be called at exactly that time. Keep before the members the importance of attending these meetings and being on time. It is a good habit to cultivate. As you are going to devote a portion of the evening to frivolities, the business meeting should be strictly business. Each member must be taught to consider seriously the problems before the club and take an active part in their solution.

The program following the business meeting usually depends on the time, place, and girl. Here is an opportunity for your club musical talent. Especially if the gathering is at a member's home, they may usually proceed with this protection, to entertain you to their heart's content.

If the ladies are present, I would, very unostentatiously, make this suggestion. The average normal young man and lady of the present day enjoys dancing. If

congenial to the crowd, this will contribute to the success of the evening.

Games of all sorts may be used during the evening, both competitive and otherwise. Stunts may be prearranged and pulled off to the delight of the older members and the consternation of some unsuspecting new member. The subject will usually be keen to secure new members and subsequent revenge.

Those who already mingle with other young people and enjoy dancing, games, etc., will do twice as much for the club if they may participate in these affairs occasionally. Those who have not been so fortunate as to become accustomed to this companionship will gradually broaden out and develop latent qualities under the influence of these gatherings. Without a doubt, the social program of the monthly meeting, while not the most important, will do more for the general welfare of the club in the way of each member's attitude than any other activity. The social game in the gym occasionally and the weekly get-together are important and necessary, but the monthly affair will be looked forward to with keener interest and with this interest will come better support to the club.

We may summarize the purpose and benefits of our monthly meeting then something like this. First, to conduct a business meeting, disposing of all items which have accumulated during the month. As a deep interest in this business meeting on the part of all club members is highly desirable, we arrange an entertainment program which will appeal to the member from a different angle and insure his attendance at these meetings. By developing the member's social interests in the club, we are assured of his hearty support in con-

nection with the business affairs of the club as well. We create friendships which tie the members up to the club in a definite manner. In fact, we develop that portion of a young fellow's nature which is otherwise often neglected, and prepare him for bigger, better things in life.

CHAPTER XVII

HOW TO GET NEW MEMBERS

By A. E. GARLAND, M. D.

WHEN we consider the question of securing members for the Leaders' Corps we must bear in mind, first of all, the kind of men that are suited for this important service. No group of men for Association work should be selected with greater care, because they have an important place of leadership, as well as the rendering of a distinct service, and therefore exert a strong influence on the other members. This group, under proper training and careful selection, can be made one of the strongest factors for good in the Association. Let us first consider the kind of men that are required, and then how to select them and secure their services. There should never be any difficulty in finding good men and getting them to serve if the work is presented to them in the right way. The best men are none too good for this important line of work and should be men of strong Christian character, whose morals are above reproach. I have in mind several instances where much harm was done because men were taken without much attention being given to their characters. On the other hand, it is sometimes expedient to put on the temporary Corps men who may later be placed on the regular leaders' organization and who can be led to accept the Lord Jesus Christ, and steps should be taken to bring about this result. I have known some of the best

men to come through that way of approach. The next qualification must be that of leadership. These men must be able to command others and have real leadership ability, and be men whom others will follow. They must be qualified with some natural ability to do the things that are required of them. There was a time when we selected men because of their ability to do apparatus work, but that day has passed. The setting of stunts on apparatus has given way to leading drills, the setting of simple exercises and games, and the leading of teams and committee service. A forceful personality is a great asset, though there are times when leadership and personality do not go together. A fine personality, as we think of it, means a pleasing presence, with fine physique, energy, force, and ability. These qualities certainly help in any question of leadership, but are not always of first importance. Readiness and willingness to serve others, and an unselfish spirit, are qualifications that must not be overlooked, as a selfish man cannot serve acceptably on a Leaders' Corps. He would think of his own interests first instead of the other fellow's. Young unmarried men are the best for this type of work, as they are not handicapped with home ties that may require a great deal of attention. The same may be said of the young man who is engaged to be married. Now, these men are not easy to secure, so it makes the work of selecting material for the Leaders' Corps a difficult task. The most successful way of getting the right men is, first, to scrutinize every man who comes on the gymnasium floor as a possible leader. When any man is sighted who seems to come up to the requirements his acquaintance should at once be sought. Get a line on his work, his home and

church relationships, his previous experience in the gymnasium athletic field, and his connection with sports and games, and his affiliations with clubs and outside organizations. Also find out who knows him and make inquiry about him among his friends. More can be learned about a man in a short time from outside sources than can be had in the gymnasium and locker room in a year. After being satisfied that he is a man who can render the service expected of him, approach him with a definite appeal to render a service to the other fellow. If he is an unselfish individual he won't ask, "What is there in it for me?"

If he is not willing to say "yes" to the opportunity to render a fine piece of service to the other fellow he will be of little use on a Corps or a committee. Every man should be given to understand that this work requires sacrifice, but that it is really worth while. Sometimes a man who has the ability to learn quickly may not have all the qualities we would wish to see in the leader, yet he may make a splendid man. Again, we find that some men who have real ability as leaders are not at all forward, and it may take a close searching and careful observation to find them. So our first work is to study men and continue our search for the right stamp of men, looking especially for men of high grade. In closing, let me remind you that a large percentage of the Physical Directors in the Associations and Colleges, and some of the outstanding men in the work today, came through the Leaders' Corps of the Young Men's Christian Association, and will continue to do so as long as we recruit high-grade men for this important service.

CHAPTER XVIII

THE BOY LEADER

By J. K. HENDERSON

Standard Program

The Standard Program for the boy leader is similar to that of the men's in theory, practice, and examinations. A boy will not concentrate like a man, consequently their periods are not as long, nor as many.

Organization

Each boys' gymnasium class should have a Leaders' Club. Each club should have its officers: President, Vice-President, and Secretary-Treasurer.

Officers and Their Duties

The duties of these officers are as usually prescribed for these offices. Besides the foregoing officers, each Club should elect a representative. The representatives form what is known as "The Physical Educational Committee." This is an advisory committee and the one with which the Physical Directors should consult when organizing and planning the work, not only of Leaders' Clubs, but the entire boys' physical program.

Committees

Besides the officers mentioned above, each club should be divided into the following committees: aquatic, athletic and games, and class. The aquatic committee's special work is assisting in the aquatic section. The

athletic and games committee assist and promote athletics and games, while the class committee are leaders especially interested in regular class work, such as marching, drills, and apparatus. These committees are similar to the aquatic, athletic, and game, and class leaders, in the men's section, but being all in one club representing one class they are called aquatic committee, etc., instead of aquatic leader, etc. Each leader has the same required work to do, no matter which committee he is on. For example, an athletic and game leader will take exactly the same work as an aquatic or class leader, and vice versa, but each leader is especially responsible for the work in the committee he is on. Each of these committees should elect a chairman. Other special committees will need to be appointed from time to time, but it is very important to have one other committee, namely a social committee. The social committee should be composed of three leaders, one from each of the above committees.

Meetings

Each club should meet once a week for theory and practice. (Theory very short, not over fifteen minutes.) Also once a month for a business meeting and *feed*. The physical educational committee should meet at least once a month. There should be an annual meeting of all boys' clubs combined.

Requirements for Entrance

Each applicant for entrance into the club should be given some form of test. This test should not be so difficult that it would keep any one out who is deserving. He should read the Leaders' constitution, know the object of the Leaders' Club, and a brief history of the

Y M C A. He must attend Sunday-school or some Association Bible club. After he has successfully passed his test, he is voted in as a neophyte. A committee is then appointed to look into his character and companionships. If this Committee and the Physical Director recommend him favorably, he is voted upon at the next monthly meeting. If he receives a two-thirds vote, he is given the initiation and accepted into the club.

Initiation

Each club should have some form of initiation, as it holds the interest and enthusiasm of the leaders.

Special Work

Each club should undertake some special feature such as tumbling, pyramids, special apparatus, drills, or dances. These keep the attention and interest of the boys.

In the majority of Associations we do not use our leaders nearly enough. Put more responsibility upon them; for instance, refereeing games, conducting squads in apparatus, athletics, and group games, leading drills, marching, clearing floor, meeting new members to make them feel at home, and a hundred other different ways.

Awards

Some kind of an award could be given for long and faithful service or special work. Show in some way that you appreciate the work they do for the Association.

CHAPTER XIX

CEREMONIES

By D. M. LOWERY

THIS chapter is written after 109 returns from a questionnaire on this subject have been carefully analyzed. We believe that the best thought of the brotherhood on this subject is represented here.

The letters received from the most successful fields show a unanimity of opinion on certain fundamental things. There is no division of opinion as to the necessity of a personal interview by the Physical Director of each prospective leader, at which time the ideals of the Association and of the Leaders' Club are carefully presented. The opinion is also unanimous that new members will be elected by the Club, in most cases a unanimous vote being necessary to elect a member. In many cases a formal written application is used, and this seems to be a very helpful and efficient method of registering the belief and purpose of the candidate in advance. Typical applications are appended herewith. A number of Clubs require a term of probation, giving members opportunity to test the loyalty and ability of the candidates. This varies from two weeks to six months.

The initiation ceremony seems to be widely varied. Where there is no ritual used, the consensus of opinion seems to be that such a ritual is needed and would be very helpful. Where a formal initiation is followed, there seem to be two distinct ideas; the one that of dig-

nity and formality, impressing upon the leader the seriousness and significance of the Leaders' Corps; the other half the rougher and more boisterous stunt type, which, however, is in many instances of such a nature that while the candidate gets his bumps, he is made to realize their significance in connection with the Leaders' standards and ideals. Many of the most successful Leaders' Corps have a formal oath of allegiance which is repeated aloud by the candidate and in every case this is of such a nature as to determine the candidate's religious beliefs, his ideals of service and altruism, and his pledge of loyalty to the Corps. Sections of these rituals and pledges of allegiance are appended.

Standardization should go only far enough to include the vital, essential features and may well embrace the following:

1. Personal interview by the Physical Director of every candidate for the Leaders' Corps.
2. Formal printed applications to include declaration of familiarity with the ideals of the Corps and sympathy with them, the signature of candidate, one member vouching and approval of Physical Director.
3. Probationary membership for such period as may be determined advisable by the local Corps.
4. Election by members of candidates, unanimous vote being necessary for election.
5. Formal initiation to include at least a charge or lecture on the purpose and ideals of the Leaders' Corps, duties expected of the candidate, and an oath or pledge in which religious beliefs, declaration of loyalty, and willingness to serve will be set forth. This may or may not be followed by a livelier form of initiation, according to the discretion of the local Corps. Some of the

most unique and original forms submitted are given herewith.

Forms of Application

Forth Worth, Texas

It is with all seriousness that I hereby make application for membership in the Leaders' Club of the Young Men's Christian Association, Fort Worth.

On applying for membership I promise that I will always strive to conduct myself as a gentleman and that I will, with all sincerity, live up to the high standards of the Leaders' Club and live a Christian life.

Name.....Age.....
Address.....Class.....
Telephone.....Church.....

Hartford, Conn.

Believing in the principles and aims of the Young Men's Christian Association and in the obligation that Christianity places on every man for unselfish service, I hereby make application for membership in the Senior Gymnasium Leaders' Corps. If elected to membership, I agree to attend its meetings faithfully, to assist the employed officers in every way possible, to be alert for opportunities to make new members feel at home in the Association, and strive to make the Hartford Y M C A one hundred per cent efficient in building Christian manhood.

Signed
Address
Nominated by
Approved

Physical Director

Typical Forms of Formal Ceremony

Brockton, Mass.

Grand Leader:

Guard, you will retire to the waiting room, prepare and introduce the candidate for initiation.

Guard:

Grand Leader, I present this friend who has been elected a member of this club for initiation and comes to us with an honest name from those who know him well and is ready to be initiated into the mysteries of this club.

Grand Leader:

Friend, your presence here tonight assures us of your earnest desire to enroll as a member of this club and enlist in the work we have to do. In behalf of the Senior Leaders' Club, I welcome you as an applicant for membership. Guard, you will seat the candidate where he will sit alone and remain in silence.

Guard:

Grand Leader, your order has been obeyed.

The Charge [Standard]

Grand Leader:

The Young Men's Christian Association seeks to invite those young men who, regarding Jesus Christ as their Lord and Saviour according to the Holy Scriptures, desire to be His disciples in their extension of His Kingdom among young men.

The object of the Leaders' Club and Physical Department of the Young Men's Christian Association is to promote by means of exercise, recreation, and education, the highest physical, mental, and moral efficiency of men

and boys essential to the development of the best type of virile Christian manhood.

Further, whereas the supreme objective of the Young Men's Christian Association is to lead men and boys to a definite acceptance of the Christian ideal,

The Leaders' Club Physical Department Committee, Physical Director, and all those associated with them should cooperate with all other agencies for the furtherance of the same.

The leader, in all his work, should constantly keep in mind the relationship of the right type of physical training with the development of character. Physical training as such does not lead to personal acceptance of the Christian ideal, but because the leader is a member of a Christian organization, it is his highest privilege and duty to lead men and boys to acknowledge Jesus Christ as their Lord and Master.

Grand Leader :

Guard, you will remove the mask which obscures the sight and present the candidate at this station.

Guard :

Grand Leader, your order has been obeyed.

Grand Leader :

Friend, you have heard the charge just given, which embodies the principles upon which this club is founded. Is it your will that we further proceed with the initiation? (Candidate answers in the affirmative: It is.) Having signified your desire that we proceed with the initiation, it is necessary that you should assume an obligation at this time, in order to advance into the secret work of this club. You will therefore place your right hand over your heart and repeat after me :

The Obligation

I do hereby sincerely promise upon my word of honor that I will faithfully and impartially perform all the duties incumbent upon me as a leader of this club. I further promise that I will endeavor to clean up my own speech and will both within and outside of the Association try to help other fellows to abstain from the use of profanity and obscene speech, and where a brother leader falls into error, will, in a quiet and unobtrusive way, remind him of his obligation; I further promise that I will stand by the Association and will say nothing derogatory of the same which might hurt the fair name of the organization, nor blame it for any shortcomings in my own life, realizing that it is making every effort to save men and boys from evil habits. I further promise that I will try to live up to the requisites of leadership as laid down in the constitution and by-laws, that I will stand by the Physical Director and aid him in the leading of classes or squads whenever called upon, and will keep the standard of the all-round work in the gymnasium as high as possible. I further promise that I will pay promptly to the secretary of this club all dues and assessments when presented and that I will keep secret all initiation ceremonies connected with this club. Failing to live up to the requirements of a leader in the Brockton Y M C A, I will, upon expulsion from charges brought against me by any of the members, be willing to relinquish all rights and privileges, the wearing of emblems or uniforms, and will not appear in any public place with them.

To the faithful observance of this obligation, I pledge my sacred word of honor.

Guard, you will retire to the waiting room with the

candidate that we may prepare to further initiate him into the mysteries of this club.

Guard:

Grand Leader, I present this candidate for further initiation in this club.

Grand Leader:

....., you are about to journey alone to a rather high and narrow elevation. Your safety depends upon your carefully following each instruction which will be given you. You will now advance one step, the next step you will make as if you were to climb a flight of stairs. Having advanced thus far in safety, you will repeat the last order given. Your next step must be taken with great care, stepping at least eighteen inches high. Having reached this position safely, you will about face.

Friend, you have presented yourself as an aspirant for the honor of leadership; before you can receive that honor, it is necessary for you to perform a certain duty whereby your act alone may prove your qualification as a leader. The members of this club, after careful debate, have agreed to name for you a test, that they may fully satisfy themselves as to your sterling worth. While there is much I dare not say, a fellow of sterling worth and fixed integrity will by no act of his do violence to his manhood. You will therefore address this august body as to your views upon the great topic of the day,

Do you refuse to speak?

Brother Leaders, the candidate refuses to speak upon the subject. Shall we proceed further with initiation or allow the candidate to acquaint himself upon this subject?

Grand Leader :

In the ceremonies just ended we have but outlined the principles of this club and we would ever have you mindful of the fact that a leader should always be obedient to every command.

Guard, you will require the candidate to kneel upon both knees.

Guard :

Grand Leader, your order has been obeyed.

Grand Leader :

By the power invested in me as president of the Senior Leader ; be spiritual, broaden the mind, develop Christian Association, I create you Senior Leader, be spiritual, broaden the mind, develop the body. Arise, Leader, and stand among your brother leaders. I now invest you with the Leaders' emblem, which signifies you are a member of this club and recognized by the International Leaders' Club. I extend to you the right hand of good fellowship.

Brother Leaders, it gives me great pleasure to introduce to you our newly made leader, Brother

San Francisco

The president of the club reads the following opening remarks :

"In subjecting yourself to this ceremony, it is presumed, of course, that you are willing to submit to severe strains, mentally and physically. Are you? Then during the entire program we shall insist that you regard with sincere respect and most serious gravity the questions which are asked, the things you are requested to do, and the members who are conducting the initiation.

Will you endeavor to follow these instructions to the

best of your ability? There is nothing mediocre about these proceedings and we must insist upon receiving your undivided and concentrated attention.

The initiation as a whole is divided into two parts. The first—to be held now—is designed with the idea of testing your mental faculties as regards your ordinary and spiritual education. The second part—to be held after class—will test to the utmost your physical qualities, such as agility and strength, endurance, and general gymnastic ability. If you should be so fortunate as to pass these various tests and become privileged to wear the International Leaders' emblem, you should consider it an endorsement of your physical, mental, and spiritual qualities."

The leaders then take turns in asking the following questions in the spiritual test, as, Who was the Apostle of Baptism? Name five books of the Old Testament and five of the New.

He is then asked five questions in the mental test, such as, When, where, and by whom was the Y M C A founded? Name five of the last presidents of the United States.

A Prominent Middle Western Association Reports the Following:

Initiation at present is in two parts. Neophytes are notified by a set form to appear at certain time and then all have supper together. After supper neophytes are taken out and the leaders seated at far end of room. On floor near entrance a large triangle is placed, its sides marked, Spirit, Mind, Body. Lights are all turned out, except a single candle. The first neophyte is brought to door by a guardian and after parley admitted.

After entry not a word is spoken by anyone but the neophyte. He is led to side of triangle marked "Spirit," the taper placed in one hand and a slip of paper in the other with a question upon a religious subject. He reads this aloud and then has one minute in which to make reply. At end of minute a gong is sounded by club president, at which all leaders who think answer acceptable extend arm with thumb up; if not, thumb down. So on until about six questions are asked. Then he is led from room and next neophyte is brought in. Then the same procedure is repeated for the mental side of the triangle, questions on science, general information, etc. After all have taken tests, they are brought in and given percentage by president and instructed to report for physical test in gymnasium unless something has disqualified them.

Dayton, Ohio, Reports:

When our leaders or one of the directors discovers a likely looking fellow on the floor who is taking an interest, we get acquainted with him, look him up, and if he is a member of any evangelical church, he is liable to be elected to membership. After election, the Physical Director interviews him, and if he is interested, he comes in. Our men do not initiate new members, but read him an agreement in which he takes the obligation to attend with regularity, be of service, and try for the national examination, which agreement he signs in the presence of the club. Our boys have an initiation which consists of part fun and part seriousness. It is based on the word "Leaders," out of which come loyalty, energy, ambition, determination, endurance, religion, and service.

The following is the method of the
Cincinnati Leaders' Corps:

The standard charge is read by the chairman of the initiation committee, following which the leader is to swear that to the best of his ability he will keep the following oath (to be read by chairman of initiation committee):

I do solemnly swear that I will, to the best of my ability, recognize the above ideal of the Young Men's Christian Association; that I will endeavor to clean up my own speech, and will, both within and outside the Association, try to help other fellows to abstain from the use of profanity and obscene speech; and where a brother leader falls into error, will in a quiet and unobtrusive way remind him of his oath; that I will stand by the Association, and will say nothing derogatory of the same which might hurt the fair name of the organization, nor blame it for any short-comings in my own life, realizing that it is making every effort to save men and boys from evil habits; that I will try to live up to the "Requisites of Leadership" as laid down in the constitution and by-laws; that I will stand by the Physical Director and aid him in the leading of classes or squads whenever called upon, and will keep the standard of all-round work in the gymnasium as high as possible; that I will keep secret all initiation ceremonies connected with this club; failing to live up to the requirements of a leader in the Cincinnati Young Men's Christian Association, I will, upon expulsion from charges brought against me by any of the members, be willing to relinquish all rights and privileges, the wearing of emblems or uniforms, and will not appear in any public place with the latter.

Question by the Charge Master:

Do you solemnly swear? If so, you will signify by raising the right hand and answering in the affirmative. (Leaders must answer "Yes" in order to become members.)

Hartford, Conn.

After calling the meeting to order in the same manner as for a regular business session, the president shall request those candidates who, having been nominated and approved, have attended at least three regular leaders' meetings, together with all others except regular members of the Corps, to withdraw from the room. He shall then read the names of those candidates eligible to be balloted on, after which he shall ask if any member has any reason why any of the men named should not become members of the Corps. If there are no objections to any candidate, he shall cause the secretary to distribute as many ballots to each member as there are candidates. Each candidate shall be voted separately and shall be marked "Yes" or "No." A unanimous vote of "Yes" shall be necessary to elect any candidate to membership in the Corps.

The secretary shall collect and count the ballots. He may appoint an assistant if he so desires, and shall report the results to the president, who shall in turn announce such results to the members.

After announcing the candidates elected to membership, the president shall appoint three members to escort the said candidates into the room. The first named of the said three members shall be the spokesman. The candidates shall then be escorted into the meeting room and placed in a line facing the president. The spokes-

man shall say, "Mr. President, we present Mr. (and shall name the candidates) for membership into the Senior Leaders' Corps of the Young Men's Christian Association of Hartford, Connecticut." The president shall then address the candidates, asking them if they have become familiar with the aims and standards of the Corps and whether or not they have read the paper, "The Y M C A and What It Is," and each candidate in line, beginning from the right, shall answer, "I have" or "I have not" as the case may be. If the latter answer is given, the president shall cause the candidate so replying to leave the room and his initiation shall be deferred until the next business meeting. Those answering affirmatively shall be examined by the president, who shall ask the following questions: (Each question to be asked of one candidate only, the president selecting whichever candidate he may choose for each one).

1. Q. Who was the founder of the Y M C A? (Ans. Sir George Williams.)

2. Q. What was his purpose in starting this institution? (Ans. To help young men to develop Christian character and manhood.)

3. Q. When was it founded? (Ans. About seventy-five years ago.)

4. Q. Has this purpose changed since then? (Ans. No, it is the same today.)

5. Q. What is the purpose of the Leaders' Corps? (Ans. To make the Physical Department more efficient, help new members to get the greatest benefit and create around them an atmosphere of Christian fellowship, and assist the Physical Directors in promoting a program that will accomplish the greatest good to the greatest number.)

6. Q. Are you thoroughly in sympathy with this purpose? (Ans. I am, or I am not.) If negative, candidate will be rejected.

The president will then show to the candidates the National Leaders' emblem, explaining the significance of the triangle, representing man's three-fold nature—body, mind, and spirit—and of the letter L, standing for national unity and brotherhood among the leaders; and admonishing them never to allow any one but a leader to wear the emblem, to recognize any man as a fraternal brother.

The president will then inform the candidates that he is about to give them the pledge of loyalty and require them to repeat in unison after him, one sentence or phrase at a time, as follows: (Pledges will be found together following the rituals.)

The president shall then pin on each candidate the emblem of the Corps and welcome him with a handshake, after which the members shall pass in line and shake hands with each candidate. The candidates may then be seated with the other members and further business may be transacted.

Many less formal methods are mentioned, such as reading the constitution to the candidate and securing his expression of sympathy with the same, his promise to be present at a definite number of leaders' meetings and to undertake definite pieces of service.

Following are some of the pledges and oaths of allegiance submitted:

Grand Forks, North Dakota

I believe in God, the Father, and his Son, Jesus Christ, and earnestly pray that I may be led into paths which

will develop in me the greatest usefulness to humanity. I believe in the Leaders' Club and in the work that it is doing and will diligently seek to perfect myself as a leader, and having done so, to be faithful in the performance of the duties of a leader.

I call upon God to witness this, my confession. Amen.

Minneapolis

On my honor I promise, to the best of my ability, to help carry on the leaders' program of the Minneapolis Y M C A., to obey the rules of the leaders' club and its constitution, and to so conduct my life that it will measure up to its ideals, and to work for the mental, moral, and spiritual up-building of the Association members.

Wilson Avenue Branch, Chicago

Having been admitted to the membership of the Leaders' Club, Young Men's Christian Association of Chicago, Wilson Avenue Branch;

I hereby solemnly pledge myself to the following:

To remain young in spirit always.

To be a man in the fullest meaning of the word.

To let the ideal of Christianity govern my thoughts and actions.

To uphold the Y M C A, furthering its institutions and enterprises by words and deeds.

To be of help to the Physical Department whenever needed.

To faithfully attend gymnasium classes and all other classes and meetings where my presence is needed.

To be a friend and adviser to my fellow members, helping them to enjoy; and spiritually, mentally, and bodily benefit by the privileges of the Y M C A.

To set my own self back in the interest of others, especially of new members of the Association.

I fully understand and agree to it that my commission as a leader, in the first place, means: "Service to Others!" I am willing and promise to do my best for this cause.

In the second place, I promise to be a brother to my brother leaders at all times, at all places, and in every situation of life, thus upholding the spirit of Christian brotherhood which marks the cornerstone in the foundation of the Young Men's Christian Association.

Sacramento, Cal.

I promise that I will do my best to be of help to the Association, Physical Directors, and Leaders' Clubs to the best of my ability, never revealing any secrets of the club or be of any discredit to the National Leaders' Corps.

San Francisco, Cal.

I promise to be present at every meeting of the Leaders' Club unless hindered by some good reason which shall be given to the President or Physical Director.

That I will live a clean and upright life, avoiding all questionable habits and setting an example which others may safely follow.

That I will be present at as many gymnasium classes as possible and will assist the Physical Director in all ways.

That I will in all ways uphold the honor of the Association and strive to assist others to live as becomes members of a Christian Association.

That I will greet new members and help them to feel at home.

That I will pledge myself to secrecy regarding the initiation ceremony and all confidential matters pertaining to the business of the club.

Following are some of the rougher forms which might well constitute a second degree and in which there is undoubtedly great value:

North Side Department, St. Louis

After the usual manner of electing a new leader candidate, we ask him to pass a number of tests to show, once and for all, that he possesses all of the qualities we require.

We test him to see if he has sufficient vital capacity, by means of the spirometer; we test him to see if he has a good heart, by means of the stethoscope; to see if he has a good grasp, by means of the dynamometer. We test his speed by asking him to push a penny on the floor with his nose (using a good paddle for acceleration).

After passing these tests, we blindfold the candidate. Then we ask him to find his way about the gymnasium floor, placing medicine balls and various stumbling blocks in his way, finally working up against a mat hung from the wall.

We ask him to paddle his own canoe, permitting him to sit in a tub of water for this purpose. To test his ability to judge between good and evil, we break a perfectly fresh egg on his forehead, holding a bottle (uncorked) of carbonide sulphide under his nose, then place our stamp of approval upon him, using flypaper for this, and finally we permit him to stand on the edge of the pool (still blindfolded) and demonstrate to us

through calisthenics. While he is in the joy of these exhilarating exercises, we tip him over into the water, then drag him out and take him into our hearts.

A couple of regular leaders are each given a swatter, a bell is tied to his leg and he is blindfolded. They then swat wherever they hear the opponent's bell. The class is gathered round in a large circle, watching them perform. After a couple have tried this, the new men are then blindfolded and put in a circle but given two different swatters blackened with lamp-black. You can imagine what they look like when they get through with each other.

After the class is through, the leaders are then put through the physical test. This would be after ten o'clock in the evening, after all the rest of the men have left the floor. They are blindfolded and then run through a series of tests, chinning and the dips, fifty-yard dash, starting them with a pistol, which scares the life out of them, and a glass of cold water thrown against their stomachs. (Their gymnasium shirts are removed.)

They then take hold of the rods on the chest weights and extend their feet as far back on the floor as possible; an electric machine is attached to these chest weights and a slight shock is given.

They are then tested on their ability to understand commands with the dumb bells, Indian clubs, and wands, such as "Clubs attention," "Side horizontal," and "Front horizontal." The wand is an iron wand cut in two, insulated in the center. When they bring the wand to "Front horizontal," wires are placed at each end of the wand and an electric shock is given.

They are hoisted by a rope from the running track—

hoisted for a few inches and then let down. This is repeated several times, one man steadying the "neophyte." This man places his hand on the "neophyte's" shoulders, and then moves his hands down six or seven inches at each pull until he gets down to the toes. The man thinks that he is away up in the air, when in reality he is just a few inches from the floor. The men, lying flat on the floor, whisper to each other, which makes it more real. He hangs as long as he can and then drops. They generally fall over because they expect to drop a good deal farther.

They are then walked all round the building and through a tunnel located in the basement, winding up by being slid from a chute into the swimming pool. This completes the initiation and they are welcomed into the club as full-fledged members.

The committee believes that as much leeway as possible should be left for the inventiveness and originality of each local club, standardizing initiation only far enough to assure a high standard of membership and thorough understanding by each candidate of the dignity and honor of the Leaders' Club. There is no doubt that formal initiation has a great value, that it strengthens the esprit de corps and will add to the effectiveness of every club adopting it.

CHAPTER XX

A LEADER'S RELATIONSHIPS

By J. H. McCURDY, M. D.

PREVIOUS to becoming a member of the Leaders' Corps relationship to the Physical Department and the Association has been a comparatively simple matter. He is one of many, fits into his particular group and receives social and physical recreation. And those benefits are probably the principal reasons for joining. However, in the course of time, he has become recognized because of some native or cultivated ability in physical work and has shown the marks of a possible leader. And immediately he becomes a member of the Leaders' Corps his relationships change.

The change in relationship has come about because he has been asked to give his services in place of being served. *You have received; now give.* This basic principle underlies many phases of life and where carried out changes relationships.

There is first a changed relationship to the other members. Instead of simply being one of the large group he now stands out as one who is vested with superior ability and some authority and responsibility. He must act up to this part with the membership and develop essential qualities for successful leadership. Because he is a representative of the Physical Director he must try and emulate all that is best in a teacher of physical training and it may be well to present here some of the

qualifications necessary. To teach physical training with any degree of success one of the first requisites is the development of a strong personality. A strong personality involves character, resourcefulness, zeal, faithfulness, energy, enthusiasm, willingness to give of one's self without stint. Among the personal attributes which make for the success of a leader are: patience, cheerfulness, good temper, sense of humor, ready wit, a level head, sympathy, self control, leadership; vitality and a fairly good physique; quick eye and ear and a good voice. The members of his class will look to him for guidance and to be a helpful guide means a certain amount of knowledge regarding the benefits of the work, the kind of work that is suitable and the best way to present it to the class. This our leaders get by association with the Physical Director and a certain amount of study covering this is found in the leaders' courses. At nearly all times when doing his part in connection with instructing or supervising, exercise of a certain amount of discipline will be necessary. This does not mean discipline of the "bossy" type, for the association member is not fond of such an attitude, but rather a tactful, sympathetic leadership that will give a sufficient amount of discipline to insure the smooth running of the group and the accomplishment of the purpose of the work. An interesting way of presenting the work if teaching, and a friendly and helpful attitude if supervising, must be the method in securing the necessary attention and discipline.

But after all, while the leader is developing his power of leadership in the technical side of the work, a most important part that he can play in relation to the membership is in connection with his influence on the other

men and boys morally and religiously. A firm stand for what is right on questions of moral conduct and a positive interest in the membership in trying to lead men to better lives through the power of Christianity should be an ideal toward which every leader should strive.

The leader's relationships to the Physical Director change on assuming the badge of leadership. He is now related intimately with the Director in the affairs of the department. The Physical Director of the Young Men's Christian Association, although having great possibilities for development of physical and other activities, would be limited if it were not for the boys and men who were willing to serve as volunteers. The leaders, with their relationship to the Physical Department as assistants, can multiply the work of the Physical Director many times. Because the individual leader comes in intimate touch with the Physical Director he is placed in a position of opportunity to serve the membership or the community. The Physical Director, who usually has been his inspiration, becomes his adviser and his guide on affairs pertaining to the work. The writer has knowledge of leaders who have materially aided the Director because of their intimate knowledge of some technical matter relating to the administration of the Physical Department.

The leader has a relationship not only to the Physical Department but to the whole Association in its varied activities. He is related to the entire Association work as another committee man is who serves in connection with the religious work, or the educational work, or the social work. He is one of that large group of men who, along with the Board of Directors, devote some

of their time to promoting the ideals of the Association. This naturally, although sometimes unconsciously, enlarges his interests and broadens his sympathies. This growth in vision should bring him into cooperation with other agencies besides the Association that influence the members outside of their homes; namely, the church and Sunday-school, and the public schools. There are opportunities for trained leaders to volunteer in the recreational programs of these agencies that have such an influence on the character and well-being of the individual and community.

When a man or boy changes his point of view and his relationships in such a way as is indicated he voluntarily has placed himself in a position of self-discipline. His conduct must fit into the place of leadership that he may be an example to his fellow members. His responsibilities have increased. It often means tying himself down to definite appointments in the gymnasium for instruction, for helping in the locker room, and for social mixing to make new members feel at home. In other words he is going to sacrifice some things that he may be of service. It is only through this self-discipline and the putting himself on record as to moral conduct, prompt attendance to duty, and team work, that he becomes of real service to the Physical Department, the ideals of the Association, and the development of a better community.

Putting one's self under this discipline and responsibility has its rewards that are well worth while. First, it means development in character and personality. If one uses the talents one possesses, there is growth. Second, it certainly means a close relationship to the Physical Director and sometimes to the Physical Department

committee. These relationships sometimes last throughout life and are some of the truest and most helpful friendships in many men's lives.

The realization that one has helped in the maintaining or upbuilding of the activities of the Association inside the building or in relation to the work projected by the Physical Department out into the city, is gratifying, because what it really means is the bettering of the standards of one's community and country. One has thus become a patriot in the highest sense. Looked upon as a Christian views life, it means the helping of the coming of God's kingdom on earth.

CHAPTER XXI

THE ETHICS OF A LEADER

By GEO. M. MARTIN

Values

No avenue of service with one's fellowmen promises greater return toward an efficient Christian citizenship in proportion to the expenditure of the time and energy of a volunteer worker, than leadership in physical activities in the Young Men's Christian Association.

Leadership in gymnastic groups and classes makes, physically, for a vigorous strong body; mentally, for initiative, coordination, skill, judgment, and the confidence born of these; spiritually, courage and increased efficiency due to the above, and, socially, the entire program is real recreation.

Leadership in games and athletics makes for all the above plus:—mentally, alertness, decision, adaptability; socially, team work and cooperation; spiritually, struggle and fair play.

Leadership in aquatics makes for all the above and provides training in life saving and furnishes a wholesome recreational exercise from boyhood to old age.

Through all the above there is a maximum of opportunity for the leader by word and by deed to stamp the great truths of life, and his personality, and that of the Master upon individuals in the group.

Opportunities

Thousands of young men and boys with a natural

"muscle hunger," interested in the sports of youth and sensing in a vague way their full values, are more than willing to be shown and led through a wholesome physical activity program that will provide an outlet for "surplus steam," furnish a most wholesome recreation and sociability, and develop bodily vigor and lasting health habits. The great mental and moral values are by-products of such magnitude as to actually overshadow the surface fundamental reasons for physical activity.

Duty

No employed staff could possibly offer complete service to the hundreds and thousands of applicants, without making fees prohibitive and depriving hundreds of the opportunity to grow by serving, even if such a course of training was best. A volunteer worker can influence the rank and file of members better than any employed officer (for he is paid to serve) and the boys and young men of any community will not be adequately helped unless many sympathetic, wholehearted older boys and young men do it. It is the worker's opportunity and privilege and duty to train and use the ability which seems outstanding, in service to his fellows.

Quality of Service

There are very few pieces of service which one or more volunteer workers cannot perform better than the employed officer. Note a few:

Carry the physical message to shop, school,
church, club.

Get new members.

Make them feel at home.

Teach them a drill, to punch the bag, do a high jump, play basket ball, do an upstart, dive, break holds, life saving.

Teach a Bible class.

Invite men to religious services.

Do personal work.

Teach first aid.

Lecture on health.

Act as captains, etc.

What is the Physical Director for?

To get the man and the job together.

To gear all the jobs into a complete working program.

To manage the business and equipment and the thousand inside details.

To promote, organize, counsel, inspire, etc.

More Values

One of the great assets required in civic life is leadership or executive ability; that personality, power, and knowledge to relate men to units of service and to one another to carry to a successful conclusion business, industrial, political, and civic enterprises. There is a natural unconscious leadership and a reasoned leadership. The latter, when placed in an executive position, laboriously thinks through his relationship to men and units of service, step by step, and *commands* his way to a certain degree of success, while the former inspires and *leads* his organization to a whole-hearted piece of team work.

The "ward healer" did not learn to lead after he grew up. He developed leadership in youth—if a bad politi-

cian he no doubt led as a boy in robbing birds' nests, breaking windows, etc., while the good leader grew by leading his gang in baseball, jumping fence posts, etc.

Real leadership or executive ability must be learned during the "teens" and the result is most easily, surely, and efficiently gained by participation in the various plays and games; the teaching of groups in gymnastics, athletics, and aquatics; the captaining of teams and service upon the various promotional committees. From the viewpoint of training for the greatest civic and business efficiency, there is greater value in captaining a team of mediocre players or serving as chairman of a group engaged in some ordinary piece of service than to play as member of a more expert team or serve on a committee with larger responsibilities and not be responsible as leader for handling the group and determining and carrying forward the strategy of the game or service.

Cooperation or team work is one of the world's most vital slogans. The individualist has a decreasing place in the scheme of things. The "star" is displaced by the fellow who will play with the group for results, a fellow willing when necessary to "feed it" to others. One of the surest and most efficient methods of developing team work, the give and take, real democracy and fraternity, is by participation in cooperative games.

No apologies are necessary in asking men to serve, for not only is the need clean and great, the duty a Christian "privilege," but the man who serves so frequently gains more in growth than he gives and the satisfaction of real sacrificing service is so great that one at times questions the unselfishness which prompted the service.

A Warning

While the leader cannot teach that which he does not know and train for, yet he must not wait for a complete training before beginning service. There is no man who, while looking for help in building himself, has not something of power or knowledge that at the same time he should be passing on to him who needs. Growth is by actually serving.

The acceptance of "feeds" and favors for service rendered is fundamentally wrong; such a course secures poor service and seldom the amount of real service big men can give. It appeals to the little man doing little things, and not to the best service of the best men. Real men pay their own way, serve whole-heartedly in that in which they are vitally interested, and consider it a privilege and not a favor.

CHAPTER XXII

A LEADER'S DUTY TO THE COMMUNITY

By A. E. METZDORF

THE history of the Y M C A shows that in the past the Leaders' Corps was rather closely confined to efforts within the four walls of the building. A leader's responsibility lay practically wholly in the work for members within certain classes. The experience of the Y M C A in serving soldiers and sailors during the World War has taught us a great lesson in our responsibilities to the community.

In the camps the "Y" found its supreme opportunity for exercising that phase of its program which might be termed expert friendliness or comradeship. This new conception of comradeship which has come out of the war, and the need for creating groups trained to promote the new social spirit, in order to conserve the valuable lessons learned during the war, make it profitable to point out the underlying principles of leisure time activities for boys and girls, men and women, of any given community.

Dr. Luther Gulick tells us in his book on "Morals and Morale": "It is not recreation and places to do things that is needed, as much as it is home ties and friendship. Comradeship is a fundamental human need. It may grow through common interest in any of a hundred things. What we have always to remember is that, while activities are important, the object is affection of one

kind or another; that is, we are organizing people, not activities. It is hopelessly inadequate merely to establish playgrounds, parks, skating rinks, and dance halls. We must create social groups that will carry on the new social spirit."

Out of all the impetus given recreation during the war through entertainment for soldiers and sailors, and the awakening and quickening of community consciousness, comes the necessity for conserving and actually operating all the community resources for community recreation.

The Y M C A has not only a splendid opportunity but a definite responsibility to lend its splendid organization and technique in at least serving to fill this community need in developing the social program of the Protestant Churches. To the Physical Department falls the best chance for service. Experience in training Church men and women as recreational leaders shows conclusively that such work can wisely and profitably be undertaken by the Physical Department. The leader, well qualified by his training, should welcome such an opportunity for assisting in the training course and standing ready to follow up these church leaders in actual practice of adequate social and recreational programs.

In addition to this type of community service through the churches, the leader through the Physical Department might well seriously consider the wonderful opportunity of a similar service to industrial men. No field of service since the war has thrown out such an attractive and far-reaching challenge as the industries. Here again the leader can render expert service in aiding in the training of recreational leaders and giving them the practical help in shaping and actually carrying out programs such as arranging schedules in volley ball, base-

ball, quoits, etc., and laying out programs for noon shop recreation and entertainment for the intelligent occupation of leisure time.

Where a Y M C A is alive to its community responsibilities it has no doubt become a clearing house for all calls for expert aid in helping social settlements, boys' clubs, men's clubs, churches, shops, and civic organizations to efficiently carry out social and recreational programs by providing trained leaders equipped to go out into the community and promote well planned and constructive play programs. The writer is acquainted with one association where, as a member of the Community Chest, they have actually advertised their readiness to meet and fill all calls for such service. Two hundred men have been trained in sixty churches. The leaders assist in caring for these trained men. Two hundred men from fifty-five factories have been trained and are guided by the Physical Department. The Leaders' Corps helps to fill calls for trained men at other churches, factories, and especially civic organizations such as clubs, fraternity organizations, chambers of commerce, rotary clubs, ad clubs, etc. With all these thoughts in mind the leader can well ply his trade as an expert in friendship and take for his motto that strong slogan which brings back the kind of reward our Master surely had in mind, "Service Above Self."

CHAPTER XXIII

THE ADVANTAGES OF GRADED GYMNASTICS

By J. G. HOFFER

"GRADED GYMNASTICS" has come to be a nearly forgotten term in many gymnasiums of our Young Men's Christian Associations. As originally used it applied to the more or less accurate determination of a young man's gymnastic and athletic ability, and the grouping of individuals of like ability in subdivisions of the larger class, then giving the several groups gymnastic exercises upon the apparatus which corresponded to their abilities and needs.

The man who was green and clumsy and of a low muscular order was given the very simple stunts, sometimes merely taught to hang or support himself upon the apparatus. As he gained in strength and ability, he with his squad mates was given more difficult movements. Often one or more members of the squad improved so rapidly that they outclassed the others in their group, and they were accordingly promoted a grade, where they began the same process of climbing out of the new group into the one ahead.

This process of progression was going on throughout all the squads or grades in the class. Men worked and looked for the time when they might be worthy to work shoulder to shoulder and match skill and muscle with the men in the highest grade. There were regular tests of ability for each squad, and men worked hard for

improvement. The spirit of the contest was ever present, and men competed with fine spirit. Exercises either prescribed or of the performer's own choice were done with the thought of greatest vigor of action, smoothness, and ease of accomplishment. Movements were put together in combinations to bring about the most pleasing effects.

It is only through graded gymnastics that the interest of our American young men can be held for apparatus work and tumbling. That is, the teacher is giving work on the same day within reach of the student, and also work that makes the student strive to accomplish, and occasionally work that is possibly just a shade beyond him. Mere repetition of simple prosaic exercises and variations, and still more variations of the same simple exercise, will never hold the interest for long of our average man. But give him something that sets up competition with himself as well as with others, and we have a proposition that will interest him and for which he will work.

The elements of danger and risk—physical danger in apparatus work and tumbling—appeal to the men in the same way that the thrill and danger of the football field appeals and calls to the virility that is in all of us to some degree. For the writer the thrills of contest apparatus work, the muscular skill, the alertness, the readiness to change a movement and make something of it—put a final finish to it after a serious mistake, together with the physical dangers of it all—were very similar in their essentials to that experience as a college football end going in to meet the onslaught of that sweeping end run. In the one case the forces of nature, gravitation, centrifugal force, and the laws of leverage

and momentum were setting up some "fine interference" even as the stunt progressed, and danger—a slip, a false move and a lightning recovery or broken bones, or worse, and failure. The completion of the stunt left me with much the same satisfaction and feeling of physical and mental fitness that I felt after working with speed and agility through fast-moving interference to a clean cut tackle. Every football man knows the feeling—pure joy!

Some Specific Advantages of This Work

1. Gives one a sense of self-mastery.
2. Increased ability to do.
3. Ability to handle one's body in an emergency.
4. Develops courage, endurance.
5. Apparatus men are taught to cover up mistakes—go on—make something of a bad slip—put it through to the finish. This trait will be transferred in part at least to other phases of human action.
6. Ideas of neatness and beauty are emphasized—other good things in any life.
7. To many, through the demonstrations and exhibitions, it gives opportunity for self-expression, success, and resulting self-assurance.
8. Ability to help others in physical emergency accidents. Many cases are upon record where gymnasts have been of signal service because of this "ableness." As the Red Cross slogan goes—"Swim for Two"—so progressive gymnastics help to prepare for "that day."
9. This work appeals directly to certain types in our membership. Meets this desire in their lives.

It Requires:

1. A good Leaders' Corps, with men who can either set or clearly describe the movements.
2. More preliminary head work in planning the work of the classes.
3. A schedule that you stick with.
4. Some record keeping.
5. Some periodical tests (contests—good things).
6. A real observance of the work of individuals. We give too little personal attention to men. That's the tendency where we are talking mass work all the time.
7. Give these graded men opportunity for contests, for exhibition work, etc., and you will hold interest of many men whom you would otherwise lose. How long would your basket ball men stick to the grind of perfecting themselves in the little parts of basket ball, such as shooting, pivoting, the dribble, stop and pivot, follow shots, etc., without the incentive of competition to follow.

CHAPTER XXIV

HINTS TO LEADERS

By H. L. KISTLER

1. Resolve to undertake your work in a spirit of service and brotherhood.

2. Be prompt and regular in your attendance. Be on the floor twenty minutes before time, to welcome new men. Make them feel at home. Introduce them to the Director. Get them started right.

3. If it is absolutely necessary for you to be absent, see that a substitute is provided.

4. Watch for natural leaders among the men. Use them to help in your squads. Get in touch with one of the Directors regarding them. Try and interest them, always keeping in mind hint number one.

5. Try and communicate with men whom you know were absent. Let them know you missed them.

6. Get a note book. Keep notes of things that happen, in the class, the gym, locker room, or pool, and at all times aim to raise the standard.

7. Encourage frequent social evenings, where all can get together with wives and sweethearts for a general good time every few months.

8. Take class members through the building in order that they, in turn, may be able to intelligently take others through.

9. Be watchful of opportunities to help men in their personal life problems, remembering the importance of the life and example of the leader.

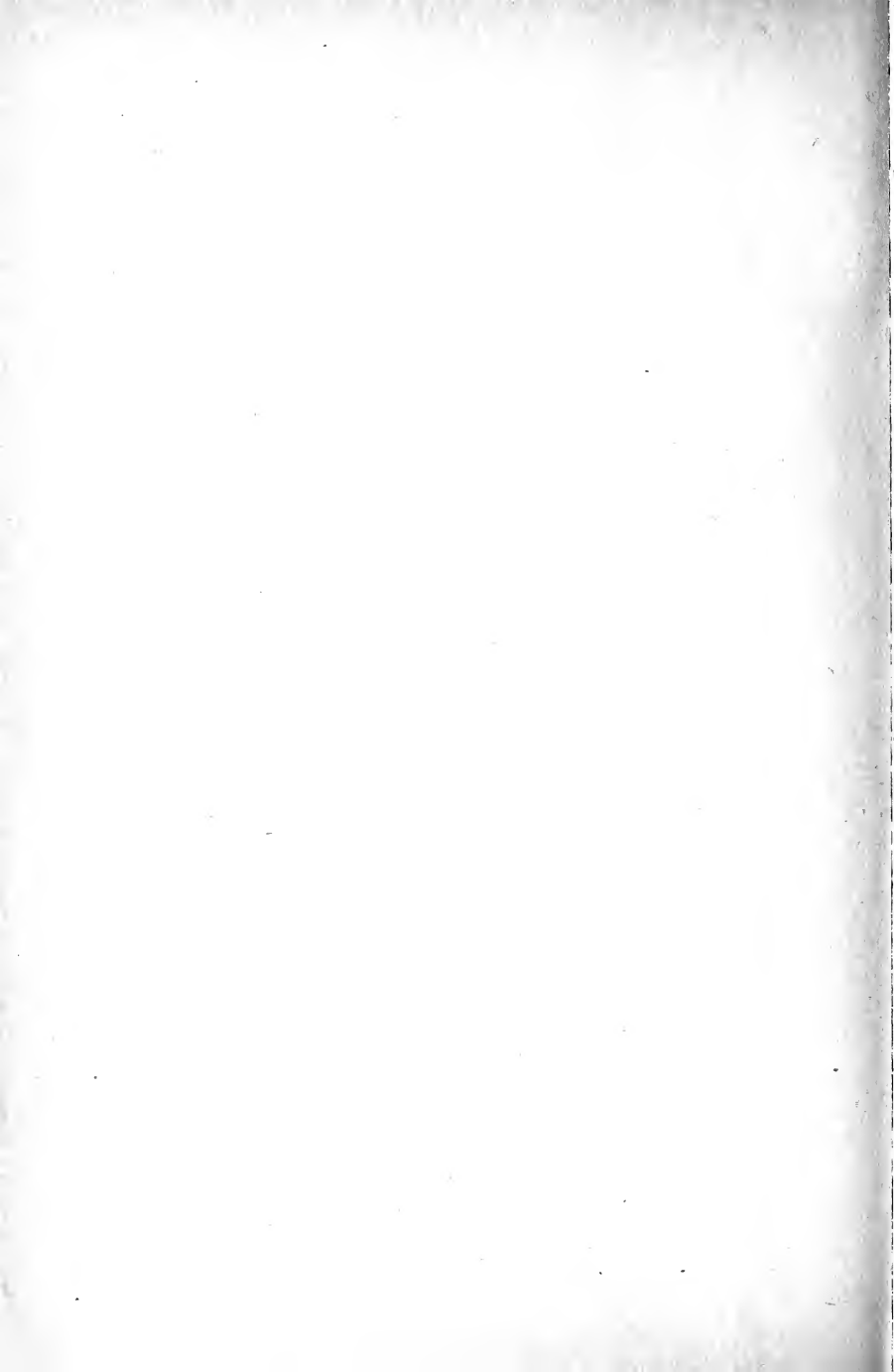
10. The men will appreciate your volunteer service. Direct their appreciation into channels of like service for their fellow men. If they have been helped, encourage them to help others.

CHAPTER XXV

BOOKS A LEADER SHOULD READ

- The Body Builder—BRINK
Pioneers of Modern Physical Training—LEONARD
Physical Effects of Smoking—FISHER AND BERRY
Calisthenic Exercises—PEEL
Prompt Aid to Injured—DOTY
Reproduction and Sexual Hygiene—HALL
Gymnastic Dancing—STANLEY AND LOWERY
Keeping in Condition—MOORE
Mind and Work—GULICK
Athletes of the Bible—BRINK AND SMITH
Life's Clinic—EDITH H. HOOKER
How Jesus Met Life Questions—ELLIOTT
A Guide to Helpful Reading—INTERNATIONAL COM-
MITTEE
Life of Sir George Williams—HODDER
Building on Rock—KINGMAN
How to Live—FISHER AND FISKE
Community Recreation—DRAPER
At Home in the Water—GEORGE H. CORSAN
The Human Mechanism—HOUGH AND SEDGWICK
The Efficient Life—DR. LUTHER HALSEY GULICK.
History of the North American Young Men's Chris-
tian Associations—RICHARD C. MORSE.
Physical Education—INTERNATIONAL COMMITTEE







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